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ABSTRACT

This compendium of worksite health program examples with documented results illustrates the role of the worksite in preventing disease and injury, and promoting health among employees and their families. The document provides a core representation among public and private organizations of outstanding examples of successful programs. The main body of the document consists of program summaries, grouped in chapters according to employee type (private sector or public) and employer size (over or under 1,000 employees). Within each chapter, entries are alphabetized by employer name. The uniform format of the summaries includes: (1) the name of the employer organization; (2) a summary statement of the purpose of the program; (3) the issue(s) on which the program is focused; (4) business type; (5) program setting; (6) the year in which program was initiated; (6) source and level of funding; (7) the name, address, and telephone number of a contact person; (8) a summary of the program's history; (9) a list of primary program activities; and (10) information on the impact of the program. A form is provided for collecting information about programs not included. (LL)

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ED 373 023

HEALTH PROMOTION GOES TO WORK

PROGRAMS WITH AN IMPACT

SP035003

U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
PUBLIC HEALTH SERVICE

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HEALTH PROMOTION GOES TO WORK
PROGRAMS WITH AN IMPACT

Produced on behalf of

The National Coordinating Committee on Worksite Health Promotion

By
Office of Disease Prevention and Health Promotion
Public Health Service
U.S. Department of Health and Human Services
Washington, D.C.

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FOREWORD

Worksite health promotion has taken on increasing importance as a contributor to improved health for many Americans. With the expanded activity comes an interest and obligation to assess the results of such programs to ensure that we have a clearer notion of what works best in various settings. At the first meeting of the National Coordinating Committee on Worksite Health Promotion (NCCWHP), a coalition of employer and employee groups convened by the U.S. Public Health Service (PHS) to address worksite prevention efforts, member groups determined that increasing knowledge and awareness of effective worksite health promotion programs should be a major priority for the NCCWHP. This publication, *Health Promotion Goes to Work: Programs with an Impact*, was developed to help achieve this goal by presenting a compendium of worksite health promotion program examples with documented results. *Health Promotion Goes to Work* provides a striking illustration of the positive and highly personal role of the worksite in preventing disease and injury and promoting health among employees and their families.

While this compendium is by no means all inclusive of the many successful worksite health promotion activities, it provides a core representation among public and private organizations of outstanding examples of programs that have been successful in improving health and reducing risk of premature disease and disability among employees, dependents, and retirees. Many of these programs have also had an impact on health care cost containment, productivity, absenteeism, and morale. Several are included for their award-winning innovations and longevity alone. However, all have significant organizational support and reflect a growing interest among business, industry, and labor in employee health.

Many organizations and individuals were helpful in developing this document. The National Resource Center on Worksite Health Promotion of the Washington Business Group on Health provided the case study information and ongoing guidance. The U.S. Office of Personnel Management, Wellness Councils of America, and the Association of Worksite Health Promotion provided additional contacts and suggestions. Members of the NCCWHP subcommittee on program evaluation served as publication reviewers.

Particular mention must be made of the 61 businesses that have agreed to be included in this publication, and especially to the program contacts for their willingness to share their work. The strategies of these and many others will continue to serve as the Nation's best examples of worksite prevention efforts and as models for those who follow.

J. Michael McGinnis, M.D.
Deputy Assistant Secretary for Health
(Disease Prevention and Health Promotion)
and
Chairman, National Coordinating Committee
on Worksite Health Promotion

ACKNOWLEDGMENTS

The National Coordinating Committee on Worksite Health Promotion addresses policy, research, and program issues influencing employer involvement in worksite health promotion activities. Its mission is to stimulate employer-sponsored health promotion and disease prevention initiatives in worksites and communities. The Committee is coordinated by the Office of Disease Prevention and Health Promotion, Public Health Service.

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CHAPTER ONE

INTRODUCTION

INTRODUCTION

For many Americans, the worksite is far more than a source of income. It is a multifaceted environment through which they access a range of opportunities for professional, vocational, and personal growth and enrichment. This publication provides a striking illustration of the positive and highly personal role of the worksite in the lives of US workers--the prevention of disease and injury and the promotion of health.

The purpose of this document is to provide the reader with specific examples of strategies that are currently in use in the American worksite to improve the health and well-being of employees. This information has been formatted to be convenient and accessible. It highlights a variety of worksite health activities, settings, and target populations.

The intended audience of this publication consists of employers in the public and private sectors who are interested in initiating or improving health programs for their workers. Professionals interested in worksite health will find the program descriptions to be a useful compendium of the variety and richness of such programs and the creativity that has been brought to bear in their design and implementation.

BACKGROUND

In September of 1990, the US Public Health Service (PHS) issued a national initiative to improve the health of all Americans through a coordinated and comprehensive emphasis on prevention. *Healthy People 2000: National Health Promotion and Disease Prevention Objectives* is the product of a cooperative effort among government, voluntary and professional organizations, business and industry, and individuals to improve the Nation's health through individual, collective, and environmental change.

Healthy People 2000 sets three broad goals for the year 2000:

- Increase the span of healthy life for Americans
- Reduce health disparities among Americans
- Achieve access to preventive services for all Americans

To help meet these goals, 300 specific objectives were set in 22 priority areas. The broad range of issues addressed in *Healthy People 2000* include:

- Health promotion through the reduction of high-risk behaviors and improvement of healthy behaviors related to physical activity, nutrition, smoking, alcohol and other drugs, family planning, mental health, and violence

- Health protection through the prevention of injuries and environmental risks and the improvement of food and drug safety

- Preventive services focused on a range of areas, including maternal and infant health, heart disease and stroke, cancer, diabetes, HIV infection, sexually transmitted disease, infectious disease, and immunization

- Surveillance and data systems for improving data collection efforts at the national, State, and local levels

The challenge that now faces our communities is the translation of the objectives of *Healthy People 2000* into action. For many of us, the worksite is the single "community" in which we spend the most time. It provides a potentially rich environment for undertaking these national objectives for health promotion and disease prevention. Accordingly, a number of the objectives specifically target the worksite and address two types of strategies--worksite policies and worksite programs.

Worksite policies can exert a powerful influence on the behavior of employees. The target policies contained in *Healthy People 2000* address the following issues:

- Expanded adoption of policies on the use of alcohol and other drugs in the work environment
- An increase in the proportion of worksites with formal policies that prohibit or severely restrict smoking in the workplace
- An increase in the proportion of worksites that mandate use of vehicle occupant protection systems during all work-related motor vehicle travel

Worksite programs to promote health and prevent disease encompass activities that directly involve employees in improving their health status. The types of worksite programs targeted by *Healthy People 2000* address:

- Prevention and rehabilitation of back injury
- Activities that educate employees about and/or help them to control high blood pressure and cholesterol levels
- Nutrition education and weight management
- Reduction of employee stress
- Physical activity and fitness

Healthy People 2000 also contains objectives regarding increased availability of such programs to hourly workers and expanded implementation of comprehensive health promotion and disease prevention programs.

Substantial progress in achieving the worksite goals in *Healthy People 2000* has already been made. Data from the 1992 National Survey of Worksite Health Promotion Activities indicate that worksite policies and programmatic activities have increased since the last national survey in 1985, from which baseline data for *Healthy People 2000* were obtained.

Overall, in 1992, 81 percent of worksites offered at least one health promotion activity compared with 66 percent in 1985. Of particular note was an increase in worksite fitness, nutrition, weight control, high blood pressure, and stress management activities from 1985 to 1992. Fitness and physical activities exceeded the goals for the year 2000, and the percentage of worksites with formal policies that prohibit or severely restrict smoking at the workplace more than doubled--increasing from 27 to 59 percent.

METHODOLOGY AND OVERVIEW

The process of preparing this publication involved summarizing information provided by many organizations and individuals, writing to worksite health promotion contacts asking that program information be verified, and revising summaries to reflect up-to-date information.

The programs presented in this publication meet the following criteria:

- Operated within the United States
- Documented impact and results
- Represented a variety of activities, settings, and target populations
- Displayed innovative program, philosophy, or management characteristics
- Indicated a willingness to be included in this publication

Although all program descriptions include impact data, the nature of those data range from self-reported information to formal scientific evaluations. Also included in the impact section are employer and employee perceptions of their health promotion programs as well as reports of anecdotal feedback. Some of the companies conducted the evaluations themselves; others hired outside contractors to perform independent evaluations. Only data that were verified by the program contact were included in this collection.

Programs in this publication are sponsored by both large and small businesses in the public and private sectors. The organizations that sponsor these programs range in size from under 200 to over half a million employees. These employees are a kaleidoscope of American workers. They are the Nation's workforce in all of its variety and multiplicity of skills.

While the goals of the programs also vary, some major themes seem to dominate employers' commitment to, and investment in, such initiatives. The predominant purpose of the programs appears to be improvement of employees' health and safety. Another consideration for employers is the reduction of costs due to employee illness and injury, which results in reduced health care costs, absenteeism, and employee turnover. Many of these worksite programs are viewed as employee benefits, and their services are available to workers' families and to retirees.

The processes by which these health promotion and disease prevention programs were planned and developed appear, in many cases, to have involved the collaboration of management, unions, employees, and health professionals. Some of them are overseen by committees of employees. Some of them are operated by employees who have volunteered or been assigned to provide services to their colleagues.

The activities of the programs, while both varied and imaginative, are only selected examples of worksite health promotion activities available to America's workforce. Almost all offer some form of individual health assessment and health education services to employees. Specific target groups may include women, coronary patients, and retirees. Program features are as diverse as the workers they serve. For example:

- **Physical Activities And Fitness Centers**--Many of the programs offer physical activity and fitness centers, either at the worksite or at offsite locations. While a few such programs offer this service through contracts with health clubs, the majority operate the centers directly. Many are fully equipped with state-of-the-art exercise equipment and staffed with skilled physical training staff. Membership in these employer-operated fitness centers may be a benefit of employment or offered at low cost to employees.

- **Health Education**--Opportunities to increase employees' access to, and familiarity with, health information are widespread. Seminars and workshops on specific health issues are conducted in many worksites, many of them during luncheon sessions. Employers sponsor outside speakers, conduct health fairs, show films, maintain libraries, and publish newsletters and magazines on occupational health and health promotion.

- **Programs Tailored To Employees' Needs**--Many employers provide services uniquely tailored to the needs of their employees. For example, workers who travel to distant locations as a part of their jobs may be accompanied by mobile fitness centers or provided with information on health clubs and other exercise opportunities at their destinations. Some employers with a large number of female employees provide pre- and postnatal counseling and health services. Others may offer coronary rehabilitation or automobile safety awareness programs.

- **Incentives And Penalties**--Incentives and penalties are included in many of the programs summarized in this publication. Employees are rewarded for physical fitness training, weight loss, smoking cessation, and other behaviors that improve health status. Some employers sponsor contests. Others recognize individual accomplishments. Rewards can range from free fitness club memberships, bonuses, health insurance refunds, or lunch with corporate officers to merchandise and time off. The other extreme is programs with implied and direct penalties. In such programs, workers who do not exhibit desired healthy behaviors may pay higher insurance costs, or have shorter lunch hours or less leave time.

Many of the programs summarized in this document are large, nationwide efforts that are conducted at multiple corporate sites. The 1992 National Survey found that health promotion activity was directly related to the size of the worksite--the worksites with more than 50 employees consistently offered a greater number of activities than smaller worksites. Most of these programs have made provisions to tailor their activities to the unique needs of employees in each location, while maintaining consistency in their messages and overall goals.

Employers whose programs appear in this publication make some effort to evaluate the impact of their health promotion and disease prevention initiatives, yet on a national scale only 12 percent of worksites conduct formal evaluations. The criteria used in the evaluations in this publication range from subjective appraisals to highly measurable analyses. For example, many of these programs report improved employee morale as an outcome of their worksite programs. Others have tracked the numbers of employees who participated in program-sponsored activities or availed themselves of program services. There are reports of employee weight loss, decreased alcohol and tobacco consumption, and improved blood pressure and cholesterol levels. Employers who measure absenteeism and disruptive behavior report improvements in these areas. Decreased levels and lengths of hospitalization and other health care utilization have also been found. Employers who attempt to measure the financial cost/benefit ratios of health promotion and disease prevention programs report returns on their financial investments that generally range from 1:2 to 1:3. Programs summarized here are said to be saving lives and money, as well as improving productivity for employers and employees.

HOW TO USE THIS PUBLICATION

The program summaries that follow are grouped in chapters according to employee type (private sector or public) and employer size (over 1,000 employees or under 1,000 employees). Within each chapter, entries are alphabetized by employer name. The uniform format of the summaries includes:

- The name of the employer organization

- A summary statement of the purpose of the program

- The issue(s) on which the program is focused
- Business type
- Number of employees
- Program setting
- The year in which the program was initiated
- Information on the source and level of funding (where available) for the program
- The name, address, and telephone number of an individual who can provide additional information about the program
- A summary of the program's history
- A list of primary program activities
- Information on the impact of the program

A form is provided at the end of the publication to collect information for future publications about programs not included in this collection.

CHAPTER TWO

PRIVATE SECTOR PROGRAMS FOR OVER 1,000 EMPLOYEES

ALBERTSON'S, INC.

- **Purpose:** To increase productivity, reduce on- and off-the-job injury and costs, reduce absenteeism, and increase employee cohesiveness and morale
- **Foci:** Risk assessment, risk reduction through preconditioning exercises for physically demanding jobs and through lifestyle changes, and maternal and prenatal wellness
- **Business type:** Retail
- **Number of employees:** 72,000
- **Program setting:** Onsite--corporate headquarters (general office) and distribution centers; offsite services through St. Alphonsus Health Promotion Institute
- **Start date:** 1984
- **Funding:** Employer/employee--company sponsored, with employee contribution for some programs
- **Contact:**
  Marilyn Uhlenkott
  Health Education Coordinator
  Albertson's, Inc.
  250 Parkcenter Boulevard
  PO Box 20
  Boise, Idaho 83726
  (208) 385-6252

Albertson's takes a no-frills approach to health promotion and education. Risk assessment, screening, health education, competitive events, and incentives encourage behavioral changes to reduce risks. The program's staff includes an in-house Health Education Coordinator and volunteers at specific worksites. Additional services are provided by local hospitals and consultants as needed.

Activities

- *Think Light Lowfat Living Plan*, which uses discussion groups, videos, and printed materials to help employees recognize risks and change lifestyles
- *Walkyerbunzof*, an annual competition in May among departments vying to walk the most miles on routes near headquarters
- *February Stair Climb*, a promotion that encourages employees to use stairways and count total stairs climbed
- Preconditioning exercises for physically demanding jobs
- Smoking cessation program
- Cardiac risk screening and assessment
- Cancer prevention
- Maternal and prenatal wellness program
- *Bike to Work*, an annual promotion encouraging bicycling as transportation to work and other places
- Dental health month
- CPR and first aid classes
- *Brown Bag* lunch presentations

Impact

- Participation continues to increase. *February Stair Climb* participation grew from 90 for the month to 229 participants a week for four weeks. 60 employees joined a noon-hour biking challenge program.

APPLE COMPUTER, INC.

- **Purpose:** To encourage positive lifestyle changes and enhance the quality of life for Apple employees and their families; to result in a healthier, more productive workforce, which enhances the development, manufacturing, and marketing of personal computer systems
- **Foci:** Health education, preventive medicine, fitness and recreation services
- **Business type:** Personal computer systems
- **Number of employees:** 14,000
- **Program setting:** Onsite--corporate-wide health promotion programs; fitness centers in 5 domestic locations, 2 international locations
- **Start date:** 1984
- **Funding:** Employer/employee--employer, 60%; employees, 40%
- **Contact:**
  Timothy Larson, MS, MBA
  Apple Computer, Inc.
  10627 Bandley Drive
  Cupertino, California 95014
  (408) 974-6806

Apple Health & Fitness is a company-wide comprehensive wellness program offering health education, preventive medicine, and fitness and recreation services. The program is designed to encourage positive lifestyle changes and enhance the quality of life for Apple employees and their families

Activities

- Health education: nutrition programs, stress management, back care, CPR/first aid, prenatal programs, smoking cessation, and AIDS awareness
- Preventive medicine: medical evaluations that are 100% reimbursable by company health insurance; cancer screening, including mammography, and screening for skin and colorectal cancer; and special events, such as blood pressure and cholesterol screening
- Fitness programs: onsite fitness centers at 5 domestic and 2 international locations, offering aerobics classes and incentive programs
- Recreation services: sports leagues, tournaments, and employee clubs

Impact

- To evaluate perceived value and program awareness of program users and nonusers, Apple sent questionnaires at random to 1,000 employees through electronic mail. 78% of all respondents had participated in *Health & Fitness* programs.
- 97% of program users and nonusers agreed that the program was beneficial to the company.
- 95% of both users and nonusers said that a tour of the fitness center would be a valuable recruitment tool.

AT&T

- **Purpose:** To facilitate within AT&T a creative process for assessing, initiating, and supporting positive health practices through organizational, individual, and environmental health promotion interventions
- **Foci:** Organizational, individual, and environmental health promotion
- **Business type:** Communications and telecommunications
- **Number of employees:** 254,000
- **Program setting:** Onsite--varied corporate locations in 1,600 cities nationwide; program marketed nationally by AT&T
- **Start date:** 1983
- **Funding:** Employer/employee--employer, TLC services purchased by AT&T business units; activities not otherwise covered funded by individual sites; employee, contributions for added programs, depending on site
- **Contact:**
  Molly McCauley
  AT&T
  295 North Maple Avenue, 4111HI
  Basking Ridge, New Jersey 07920
  (908) 221-4171

AT&T Total Life Concept (TLC) strives to build a corporate culture that acknowledges the value of promoting optimal employee health as a primary business strategy. Since 1986, the program model has had the goal of reaching all 254,000 employees over time. A staff of 72 managers and specialists--all with graduate degrees--implement TLC.

Activities

- Site-specific needs assessment through management interviews, focus groups, surveys, and union meetings; implementation through trained site leadership committees
- Risk assessment; decision-making for change; support for improvement in back care, blood pressure control, building social networks, fitness, nutrition, smoking cessation, stress management, and weight
- Identification and elimination of work environment factors that interfere with health promotion and individual lifestyle change; focus on activities that make health exciting and fun

Impact

- Rigorous evaluation supported several major hypotheses about the program. Study group employees showed greater overall improvements than control group employees in their exercise levels, ability to stop smoking, perceptions of their own health, and (at one location) amount of type A behavior. The risks of heart attack and of dying in the next 10 years were significantly reduced for the total study group.
- Study group employees became more committed to improving health-related behaviors; felt more positive toward AT&T, their co-workers and supervisors; and felt generally more productive and energetic.
- At one location even employees who did not participate increased their belief that AT&T was interested in their personal welfare.

BAKER HUGHES, INC.

- **Purpose:** To promote employee well-being while at the same time containing benefits costs
- **Foci:** Reducing costs associated with highest health claims categories--circulatory, digestive, musculoskeletal, and respiratory
- **Business type:** Manufacturing
- **Number of employees:** 400 at corporate headquarters plus other division staff
- **Program setting:** Onsite--corporate headquarters and 19 divisions worldwide
- **Start date:** 1990
- **Funding:** Employee--$500,000 generated annually through company-imposed tobacco surcharge ($10 a month for each tobacco-using employee)
- **Contact:**
  Patsy Clemons
  Corporate Benefits Administrator
  Baker Hughes, Inc.
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Baker Hughes Flexplan emerged from a task force convened to address rising health care costs. Program activities are tailored to fit the resources of the company and to address the predominant health risks of the employee population. Financial incentives are used to motivate employee participation. The operating philosophy is one of rewarding healthier employees and penalizing those who have unhealthy lifestyles.

Activities

- Health questions on employment application, analysis, and use in program planning
- Volunteer, company-funded wellness checkups and screenings onsite and on company time
- Financial incentives, including $100 pretax contribution to individual health care reimbursement accounts for program compliance
- Monthly surcharge for tobacco use
- Multiple disease prevention and health promotion programs designed by individual company divisions, including alcohol and drug abuse counseling, back care, health and nutrition education, mammography, smoking cessation, sporting events, stretching, and stress management

Impact

- 75% of all employees participate.
- 13% of all employees receive $100 pretax contribution.
- Preliminary evaluation indicates a 10% annual reduction in premiums, which may result in a savings of up to $4 million annually.

BANK OF AMERICA

- **Purpose:** To lower health risk, educate retirees to become conscientious health care consumers, and reduce health care costs
- **Foci:** Medical self-care, health self-care (positive health behavior)
- **Business type:** Banking
- **Number of employees:** 5,000 (retirees)
- **Program setting:** Direct mail to Bank retiree home addresses
- **Start date:** 1990
- **Funding:** Employer--funded for retirees through self-funded indemnity plan, with research study funded by Bank, Blue Shield of California (plan administrator), and Healthtrac, Inc.
- **Contact:**

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National Program Manager
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Senior Healthtrac Program makes the assumption based upon research that seniors can make health changes in their lifestyles as well as medical utilization that can have a significant impact upon the quality of their lives. The message is that it is never too late to make these changes. This program began with a randomized controlled trial of the effectiveness of the Senior Healthtrac Program. Bank retirees in California, who are automatically members of about 33 retiree clubs around the State, were randomly assigned to three groups. Group 1 received the full Senior Healthtrac Program. Group 2 completed only the health risk questionnaires and received no feedback. Group 3 was a control group and was not aware of the program.

Activities

- Direct mail to Bank retiree home addresses
- Promotion from senior-level Bank management
- Health risk questionnaires
- Personalized feedback to reinforce healthy habits
- Self-care materials, provided throughout the year

Impact

- At the end of one year, Group 1 reported significant reductions in health risks and self-health perception compared with Group 2. Actual claims dollars increased for Groups 2 and 3, and decreased for Group 1.
- At the end of the first year, Group 2 participants were enrolled in the full program. Results at the end of two years showed continued reduction in health risks for Group 1, and an even more significant reduction in risks for Group 2.
- Direct cost savings of $372 to $598 were reported from decreases in cigarette smoking, excessive drinking, and excess body mass, and from increases in exercise and seat belt use.
- Total cost savings of $4,298 per person per year were reported.

BLUE SHIELD OF CALIFORNIA

- **Purpose:** To lower health risk, educate employees to become conscientious health care consumers, and reduce health care costs
- **Foci:** Medical self-care, health self-care (positive health behavior), targeted interventions for individuals at high risk, health care consumer decision support counseling
- **Business type:** Managed health care service plan
- **Number of employees:** 7 million worldwide
- **Program setting:** Onsite--at 30 Blue Shield of California locations; also marketed to Blue Shield of California group clients
- **Start date:** 1986
- **Funding:** Employer
- **Contact:**
  Harry Harrington
  Executive Director, Healthtrac
  Blue Shield of California
  PO Box 7168
  San Francisco, California 94120-7168
  (415) 445-5888

Healthtrac, Blue Shield of California's program, is worksite-based with interventions designed for employees under age 65 and retirees over 65. Using the building blocks of behavioral change--action, awareness, and reinforcement--Healthtrac is successful in helping individuals achieve better health and a higher level of involvement in the health care decision-making process. Approximately 28 percent of Blue Shield employees participate in the program at 30 sites in California.

Activities

- Serial health care appraisal, including personal vitality letter and risk-factor analysis, and group data report for employer
- Distribution of *Take Care of Yourself*, medical self-care sourcebook
- Quarterly newsletter mailing to employees
- Distribution of medical self-care education materials
- Prenatal risk reduction/high-risk intervention for women

Impact

- Healthtrac has resulted in significant risk reductions for Blue Shield employees, including a 60.7% reduction in high dietary fat, 17.5% reduction in reported back pain, 54.9% reduction in dietary salt intake, 43.4% reduction in number of smokers, 9.9% reduction in self-reported health risk status, and 29.3% decrease in the employee average health risk profile.
- Healthtrac's central self-care component, *Take Care of Yourself*, has been proven in numerous studies to reduce overall health care costs, decrease doctor visits by 15%, and decrease doctor visits for minor illness up to 34.6%.

BURLINGTON INDUSTRIES, INC.

- **Purpose:** To create awareness and promote positive healthy behavior changes
- **Foci:** Self-care and informed medical consumerism, prenatal outreach, off-the-job safety
- **Business type:** Apparel manufacturing
- **Number of employees:** 23,000
- **Program setting:** Onsite and offsite
- **Start date:** *Good for You* in 1985; prenatal program in 1987
- **Funding:** Employer--*Good for You; Preventive Care Benefit* provided through medical benefit plan
- **Contact:**
  Don Beusse
  Burlington Industries, Inc.
  3330 West Friendly Avenue
  Greensboro, North Carolina 27420
  (919) 379-2888

Good for You is an education and health risk screening program offered to 23,000 employees and 37,000 dependents. It features a preventive care benefit that varies with the age of employee to cover preventive tests. The prenatal program is an education and special outreach program to pregnant women. Program staff include a director, corporate nurse practitioner, industrial hygienist, and safety engineer at corporate headquarters. There are 48 plant nurses at various US locations.

Activities

- *Preventive Care Benefit* screening, including blood pressure, pulse, urinalysis, blood (with cholesterol), Pap smear, mammography and breast examination, prostate examination, stool, tuberculosis; and preventive care such as flu shots and preventive care for infants
- Lunch-hour seminars on a variety of topics, including nutrition, eldercare, AIDS prevention, and seat belt use
- Risk assessments of behaviors and lifestyle factors, using confidential questionnaires, and computer analysis of responses, generating recommendations for healthy behaviors
- Articles in company newsletter that highlight controllable health risks and feature employees who have met health-related goals

Impact

- 35% to 50% of all employees and dependents participate in screenings. The percentage varies by site.

CHAMPION INTERNATIONAL CORPORATION

- **Purpose:** To reduce absenteeism and improve productivity, reduce medical and workers' compensation costs, enhance employee retention and recruitment, and improve the work environment
- **Foci:** Preventive care, back care, cancer prevention, CPR, nutrition, smoking cessation, stress management, and weight management
- **Business type:** Paper and allied products manufacturing
- **Number of employees:** 25,000
- **Program setting:** Onsite--headquarters, 12 major mills, and smaller sites
- **Start date:** 1981
- **Funding:** Employer--headquarters and local sites
- **Contact:**
  Jeri Medrea
  Director, Health Services
  Champion International Corporation
  One Champion Plaza
  Stamford, Connecticut 06921
  (203) 358-7186

Champions for Life Health & Fitness has changed corporate health promotion from a "perk" for executives to a priority for all employees. What began as an exercise program for executives is now a comprehensive wellness program company-wide. Program administration mirrors the corporate move toward more participatory management. Based on assessment of medical claims of active employees, Champion determined that 25% of inpatient medical payments were for circulatory diseases and disorders, while another 10% were for muscular-skeletal diseases and disorders. Long-term disability conditions followed a similar pattern. *Champions for Life Health & Fitness* was established because the company realized that improving health and fitness could make a difference. Thirty-five experienced, credentialed staff reach out to Champion's employees.

Activities

- Assessments of multiple risks and medical claims, followed by individualized programs and overall strategic planning
- Health education materials, classes, and information dissemination activities
- Classes to help employees become wise consumers of health care
- Individualized and group exercise programs
- Health and fitness facilities or company-subsidized community fitness center memberships

Impact

- 98% of all company locations participate in some way in *Champions for Life Health & Fitness.*
- Using an interactive management and strategic planning approach to health and fitness has increased job satisfaction, reduced overall health care costs, provided valuable exposure for health and fitness strategy within the firm, promoted more efficient use of internal resources, and lowered operational costs.

CHARLESTON AREA MEDICAL CENTER (CAMC)

- **Purpose:** To improve employees' health and wellness by helping them set and reach wellness goals and shift the emphasis from problem response toward preventive health management and healthy living
- **Foci:** Back health, diet and nutrition, fitness, hypertension, safety, seat belts, smoking, and stress
- **Business type:** Health care provider
- **Number of employees**: 4,000
- **Program setting:** Onsite
- **Start date:** 1988
- **Funding:** Employer--$50,000 annually from benefits budget
- **Contact:**
  Brenda Grant
  Corporate Director, Occupational Health
  Occupational Health & Wellness, CAMC
  501 Morris Street
  Charleston, West Virginia 25326
  (304) 340-7885

CAMC Wellness, recipient of the first Well Business Gold designation in the nation, is based on belief in empowerment. CAMC maintains that sharing responsibility for health care with individuals is a major goal of the wellness program. In support of this philosophy, CAMC employees themselves run the multifaceted education and screening program. The company Wellness Committee utilizes the Healthy People 2000 objectives in planning and evaluation.

Activities

- Individual screening and health risk appraisals
- Smoking cessation classes and incentives
- Stress management
- Breast health care and other educational campaigns
- Closed circuit TV program, *Wellness Magazine*
- *Vitality* magazine
- *Lighten-up Challenge* and other weight loss/exercise competitions
- Seat belt campaigns
- *Cardiovascular Cash,* a program that awards cash based on aerobic and recreational activities and healthy lifestyle choices in the *Footpace* competition
- Back injury prevention
- Corporate running team

Impact

- Employee Assistance Program utilization rates remained steady at 7% to 9% over a four-year period.
- Targeted department interventions show decreases in health care costs.
- Malignancies have been detected early.
- Smoking has decreased.

CIGNA CORPORATION

- **Purpose:** To improve employee well-being, reduce illness, and decrease health care utilization
- **Foci:** Nutrition, weight management, medical self-care, prenatal health, fitness
- **Business type:** Insurance and financial services
- **Number of employees:** 47,000
- **Program setting:** Onsite--numerous field sites and headquarters
- **Start date:** 1979, expanded in 1991
- **Funding:** Employer/employee--employer funding through $256,000 budget annually; employee funding through sharing cost of wellness center
- **Contact:**
  Working Well
  CIGNA Corporation
  Two Liberty Place, TLP 37
  Philadelphia, Pennsylvania 19192
  (215) 761-3923

Working Well promotes wellness as a tangible way to continue CIGNA's partnership with employees, reaffirming the importance of fitness and a healthy lifestyle for all employees. *Working Well* is the culmination of employee input and top management strategic planning.

Activities

- Medical screening and company-paid physical examinations offered through letters sent to employees at ages 29, 30, 35, 40, and every two years thereafter
- *Eating Well* nutrition and weight management program
- *Move It & Lose It* competition that provides a self-help manual, guide to healthy eating and exercise, awards for personal achievement, and a grand prize to the most successful business division
- Employee wellness center, with indoor track, exercise equipment, and amenities, available on a membership fee basis at headquarters
- *Healthwise Medical Self Care* program to improve the quality of health care and medical consumerism
- *Healthy Babies* program that provides a month-by-month pregnancy guide and other helpful information, $50 savings bond as an award for early and prenatal care, and a complete pre-pregnancy guide for employees who are not pregnant

Impact

- Of 38,000 employees registered for the *Move It & Lose It* contest, 28% reached their goals and lost nearly 8,000 pounds of fat.
- Evaluation of Cigna *Healthwise* program participants revealed a 16% decline in health care expenses, fewer emergency room visits, and reduced absenteeism.
- *Healthy Babies* participants had fewer premature babies and lower medical costs.
- Seat-belt use rose at one location by 39% in one year.

CONOCO, INC.

- **Purpose:** To provide Conoco employees and wellness program customers with exceptional programs, services, and products, which effectively promote both employee well-being and quality performance
- **Foci:** Movement, nutrition, stress, and other wellness topics
- **Business type:** Oil and gas
- **Number of employees:** 18,000 worldwide and 2,600 in Houston
- **Program setting:** Onsite
- **Start date:** 1983, with revision of philosophy and mission in 1987
- **Funding:** Corporate, $750,000 in 1991
- **Contact:**
  Robert D. Ealing
  Manager, Conoco Wellness
  Conoco, Inc.
  PO Box 2197
  Houston, Texas 77252
  (713) 293-1029

Conoco's Wellness Program promotes employee physical and emotional wellness by teaching and supporting individual wellness strategies. Supported by an extensive mission statement, the program espouses a wholistic approach to employee health promotion, targeting three major areas: movement, nutrition, and stress. Emphasizing exercise for all body types and fitness levels, the program eschews traditional weight management programs and competitions, addressing instead physiological hunger and fullness, recovery from years of rollercoaster dieting, and maintenance of stable weight. Stress-related programs focus on the causes of stress and how to create nurturing environments.

Activities

- Movement activities: state-of-the-art exercise facility, open six days a week, offering child care on Saturdays, and available to spouses and dependents aged 14 and over; classes that include low-impact aerobics, prenatal exercise, and a range of dance, yoga, and walking exercises; individual movement consultations; and programs for people of large body size
- Nutrition initiatives: *Eat for L.I.F.E.* Saturday workshops series, advanced theme sessions every six weeks, weekly support group, and four individual consultations with a dietitian
- Stress-related programming: parenting classes, monthly parenting meetings, and *Health Pleasures* brown bag lunches
- Other areas: luncheon presentations on a range of topics, including diversity, eldercare, vision care, financial wellness, and media effects; Wellness Resource Library; computerized monthly wellness messages on the computer screen wellness channel; quarterly wellness newsletter; and special fitness events

Impact

- *Conoco's Wellness Program* has sustained 70% participation over a nine-year period.

COORS BREWING COMPANY

- **Purpose:** To improve the health-risk profiles of employees and their families while controlling health costs
- **Foci:** Alcohol abuse reduction, cardiac fitness, dental health, diet and nutrition, early-detection screenings, exercise, hypertension and lifestyle management, orthopedic rehabilitation, pre- and postnatal education, smoking
- **Business type:** Beverages manufacturing
- **Number of employees:** 7,200
- **Program setting:** Onsite--Coors Occupational Medical Center and Coors Wellness Center at corporate headquarters
- **Start date:** 1981
- **Funding:** Employer
- **Contact:**
  Max Morton, PhD
  Manager, Coors Wellness Program
  Health Department
  Coors Brewing Company
  Mail #NH 120
  Golden, Colorado 80401
  (303) 277-5388

Coors Wellness Program is an integral part of a corporate culture that seeks to promote health while containing costs. The program involves employees and their families in primary and secondary prevention activities supervised by professional staff at a company-owned wellness center near the headquarters.

Activities

- Education modules
- Cardiac return-to-work program
- Dental services onsite
- Individually tailored exercise and nutrition programs
- Voluntary health risk appraisal
- Orthopedic evaluation, referral, and rehabilitation treatment
- Pre- and postnatal telephone and onsite counseling
- Mammography and prostate cancer screening
- Smoking cessation

Impact

- Savings attributed to the cardiac rehabilitation program totaled $884,164 in 1992.
- Hypertension education reached 97% of Coors employees.
- Early detection of breast cancer yielded savings of $133,000 per case for 5 identified cases in 1992.
- Coors Wellness Center administered 556 treadmill stress tests at a savings of $186 per test.
- Percentage of smokers dropped from 32% in 1981 to 20% in 1991.

DOW CHEMICAL COMPANY

- **Purpose:** To encourage employees to develop healthy lifestyles
- **Foci:** Fitness, nutrition, life enhancement, smoking cessation, cancer prevention, self-care, CPR/first aid, AIDS education, preconception-prenatal-lactation support and education, health information centers, back health care and ergonomics, shift work health issues, alcohol moderation
- **Business type:** Chemical manufacturing
- **Number of employees:** 30,000
- **Program setting:** Onsite--varied, corporate locations throughout North America
- **Start date:** 1985
- **Funding:** Approximately $3 million in North America in 1993
- **Contact:**
  Catherine Basse, MD
  Manager, Health Promotion
  The Dow Chemical Company
  Employee Development Center
  Midland, Michigan 48674
  (517) 636-6542

Up With Life affords comprehensive education, fitness, prevention, intervention, and support. Dow underscores the importance of extending healthy lifestyles to employee and retiree families by inviting their participation in most activities and competitions.

Activities

- Incentives, including *the Presidential Sports Award*, a four-month exercise program; *Summer Sport Challenge*, a 10-week competition; and *Walktoberfest*, a walking program
- *Aim For Good Nutrition*, a one-month, family program tied to National Nutrition Month
- *Walkyerbunzoff*, targeted to beginners and non-exercisers
- Dow-produced suicide awareness video
- *Alcohol Awareness*, a pre-holiday program
- *Health Information Centers*, libraries
- *Lactation Support Program* for working mothers who wish to breastfeed, with privacy rooms, breast pumps, support network, and information provided
- High-risk individual counseling programs using telephones, fax systems, or in-person interviews
- Gender-specific cancer prevention programs
- *Medical Consumerism/Self-Care* cognitive and behavioral education kits

Impact

- Average North American participation is 47% of the employee base in any 12-month period, and as high as 80% at some sites.
- A 1992 study of a six-year longitudinal cohort of 11,496 employees found that participation in Dow's preventive health initiative is meeting management's expectations. The program is (1) producing statistically significant health improvements, (2) highly valued by the employees, and (3) associated with lower health care claims.

DUPONT COMPANY

- **Purpose:** To change lifestyle behaviors related to major sources of morbidity and mortality
- **Foci:** Smoking, elevated cholesterol, high blood pressure, diet and nutrition, fitness and exercise (primary foci); AIDS education, back health, cancer screening, dental health, stress management (secondary foci)
- **Business type:** Chemical, pharmaceutical, and electronics manufacturing
- **Number of employees:** 100,000
- **Program setting:** Onsite--varied, over 100 locations worldwide
- **Start date:** 1981
- **Funding:** Employer--half from headquarters and half from individual sites
- **Contact:**
  Robert Bertera, DrPH
  DuPont Company
  HR, Integrated Health Care,
  N-11400
  1007 Market Street
  Wilmington, Delaware 19898
  (302) 774-8127

DuPont's Health Horizons strives to achieve optimum health and wellness for employees, pensioners, and families. The program works to enhance quality of life through reducing risks and improving health and fitness behaviors. Based on a company-wide needs assessment, DuPont focuses primarily on risk areas that are related to lifestyle choices and behaviors.

Activities

- Wellness plans developed with employee committees at each site
- Voluntary, personal *Lifestyle Assessment* every three years
- Support groups and individual self-help advice and materials
- Recognition awards and incentives for noncompetitive health challenges
- Beginning in 1994, prevention and wellness extended to all who are covered by health care benefit plans

Impact

- Annually, 45,000 employees participate in at least one activity.
- Blue-collar absenteeism declined 14% at intervention sites in a two-year study; control sites had a 5.8% decline. Every $1.00 invested yielded a $2.05 return in absenteeism costs.
- Participants with risks showed decreases in average risk levels over two years in: seat-belt use, +79%; alcohol intake, -43%; inadequate exercise, -24%; smoking, -18%; systolic blood pressure, -7%; cholesterol, -4.5%; and overweight, no change.
- After estimating annual illness costs for modifiable risks at $70.8 million, DuPont took a preventive health services approach to its physical examination program.

FIRST NATIONAL BANK OF CHICAGO

- **Purpose:** To provide cost-effective and quality health care services; to moderate health care costs through health risk modification
- **Foci:** Women's health, blood pressure management, emotional health, fitness, nutrition, and smoking cessation
- **Business type:** Finance--banking
- **Number of employees:** 18,000
- **Program setting:** Onsite in Chicago and Elgin, Illinois; Wilmington, Delaware; New York and Uniondale, New York
- **Start date:** 1982
- **Funding:** Employer
- **Contact:**
  Linda Helgeson, RN
  Head Nurse, Medical Department
  First National Bank of Chicago
  One First National Plaza
  Suite 0006
  Chicago, Illinois 60670
  (312) 732-6439

First National's Wellness Program is an educational and behavior change program that focuses on a variety of risk factor areas. It emphasizes women's health in particular, providing onsite obstetrician/gynecologist visits, second opinions, nutrition, general prenatal education, and screening mammography. Staff include a corporate health director, eight registered nurses, two clinical psychologists, and various consultants.

Activities

- Classes on blood pressure, childrearing issues, emotional health, fitness, nutrition, and weight loss
- Waiver of $350 deductible on baby's first year of life to employees who attend three prenatal classes
- Lunchtime seminars (available to spouses as well) covering the ABC's of healthy childbearing, nutrition, and general prenatal care
- Weekly visits of an obstetrician/gynecologist
- Second opinions on Caesarean-section deliveries
- Wellness newsletter that contains consumer information and program announcements
- Employee Assistance Program staffed by clinical psychologists
- An integrated health data management computer system (OMNI) installed in the medical department in 1989 to manage health and disability costs and strategies and to develop, implement, and track intervention strategies for a variety of health and disability costs for several years

Impact

- The mean age of participants in the prenatal program was 32.9 years, while the mean age of nonparticipants was 31.9 years. Among participants, 19% had Caesarean deliveries, while 28% of nonparticipants had Caesareans. The average hospital cost per delivery was $7,593 for program participants as opposed to a cost of $9,986 for nonparticipants.

GE AIRCRAFT ENGINES

- **Purpose:** To help improve health risk status and control health-related costs
- **Foci:** Healthy lifestyle choices with particular emphasis on physical fitness
- **Business type:** Manufacturing of jet engines
- **Number of employees:** 15,000
- **Program setting:** Onsite--fitness center
- **Start date:** 1985
- **Funding:** Employer/employee--employer 75%; employee--25% user-funded
- **Contact:**
  Sharon Kiley Heck
  Manager, Wellness Programs
  GE Aircraft Engines
  Mail Drop C14
  1 Neumann Way
  Cincinnati, Ohio 45215
  (513) 243-7010

The GE Fitness Center, a 35,000-square-foot facility, is open to all employees, spouses, and retirees. Its programs seek to help all members reach their fitness goals but place special emphasis on assisting those who are less fit and at risk for injury or illness. A GE employee manages the program. All other staff members are contract professionals, including 25 full-time-equivalent exercise physiologists, instructors, counselors, data processors, and others. The fitness center, which 850 members use daily, serves about 8,000 members. Participation is voluntary and on the employee's own time.

Activities

- Fitness center, which houses two exercise studios; a 25-yard, six-lane swimming pool; 60 cardiovascular machines; four lines of muscular-resistance equipment; free weights; classrooms; a network of 17 personal computers; and fully equipped locker rooms
- Programs and classes designed to help those who are physically unfit, not used to exercise, or overweight

Impact

- A company study found that employees who joined had higher than average medical costs prior to joining; their medical costs 18 months later were significantly lower.
- GE estimated annual health care savings at $540,000 to $1,000,000 plus productivity savings--approximately the cost of operating the program for one year.

GENERAL MILLS, INC.

- **Purpose:** To increase healthy lifestyle behaviors and decrease absenteeism
- **Foci:** Optional lifestyle activities that promote a balance of physical, mental, and social well-being
- **Business type:** Food manufacturing
- **Number of employees:** 15,000
- **Program setting:** Onsite--varied, multiple sales regions
- **Start date:** 1985
- **Funding:** Employer
- **Contact:**
  Dr. James Craig
  General Mills, Inc.
  Department of Health & Human Services
  PO Box 1113
  Minneapolis, Minnesota 55440
  (612) 540-2244

General Mills TriHealthalon is a healthy lifestyle program designed to promote physical, mental, and social well-being for employees. The program is voluntary and participants who achieve healthy lifestyle objectives are given incentive awards and/or rebates on health insurance premiums. Corporate Health and Human Services Department staff monitor activities and progress.

Activities

- Personalized health risk appraisals
- Personalized *Activity Records Sheets* to record individual accomplishments
- Incentive awards, which have included gift catalogs, jogging suits, wearing apparel, savings bonds, company stock, and rebates toward health insurance premiums
- Competition within and among sales regions, with formalized recognition of achievement and awards to regions and individuals
- Annual national winner's trophy displayed in regional sales office

Impact

- After two years, there was a 5% increase in healthy lifestyle behaviors and less absenteeism.
- The number of smokers decreased 5%.
- Seat-belt use increased 37%.
- The number of people exercising three times a week increased 23%.
- After five years, days off in divisions participating in the TriHealthalon are less than in those not participating in the program.

GENERAL MOTORS CORPORATION, SAGINAW DIVISION

- **Purpose:** To promote individual awareness of health status, and promote behavior modification through state-of-the-art intervention strategies
- **Foci:** Cardiovascular health, smoking cessation, nutrition, weight loss, stress management, ergonomics, employee assistance, and substance abuse
- **Business type:** Automotive components manufacturing
- **Number of employees:** 10,000
- **Program setting:** Onsite
- **Start date:** 1983
- **Funding:** Employer
- **Contact:**
  Neill Varner, DO, MPH
  Medical Director
  General Motors Corporation
  Saginaw Division
  3900 East Holland Road
  Saginaw, Michigan 48601
  (517) 757-4370

The SHAPE Program and related General Motors health promotion activities target prevention. A joint labor and management project under a physician's direction encourages personal behavior modification. General Motors' corporate philosophy espouses the value of periodic screening throughout working life and into retirement as the most effective means of reaching health promotion goals among all employees.

Activities

- Screenings; questionnaires; and onsite, free physical examinations
- Confidential Employee Assistance Program addressing substance abuse and personal problems
- Smoking cessation program
- Ongoing, in-house evaluation focusing on absenteeism, sickness and accident claims, and incidence rates of specific categories of illness and disability
- 18-minute promotional video describing the program and its importance to employees

Impact

- Impact was measured over a 2-year period with respect to sickness and accident claims and workers' compensation claims. Data suggest a 32% reduction in claims within a group of 1,142 employees and a 14% reduction in days lost within the same group.

GEORGIA-PACIFIC CORPORATION

- **Purpose:** To decrease employees' health risks, create a wellness culture, encourage health care cost containment, increase employee safety, and improve employee relations
- **Foci:** Behavior change, motivation, and information/awareness
- **Business type:** Manufacturing--wood products and paper
- **Number of employees:** 55,000
- **Program setting:** Onsite and offsite
- **Start date:** 1986
- **Funding:** Employer--salaries, travel, and materials (corporate); actual costs of programming (local sites)
- **Contact:**
  Lynn Akins
  Georgia-Pacific Corporation
  133 Peachtree Street, NE, 33rd Floor
  Atlanta, Georgia 30303
  (404) 521-5253

Georgia-Pacific's Wellness Program is a health education and risk determination program that has developed from simple awareness programs to screenings, health fairs, athletic events, and more. The corporate-level program is designed to work closely with the local programs, providing support, information, and resources. The Corporate Manager of Wellness oversees wellness growth and development. Local wellness coordinators are responsible for implementing individual worksite programs. The program is available to 55,000 employees in over 600 locations.

Activities

- Varied worksite activities according to site, including offsite screenings, seminars, awareness campaigns, health fairs, wellness program orientation for new hires, health club memberships, healthy lifestyle incentives, weight management classes, smoking cessation classes, and video education
- Prenatal health program, including booklet, videotapes, and home mailings, developed by the corporate office in conjunction with the March of Dimes

Impact

- Tracking of offsite locations began in 1991. The total numbers of locations participating has grown. In 1991, there were 203; in 1992, 305 participated.
- The total number of wellness activities offered increased from 1,323 in 1991 to 1,441 in 1992.
- Evaluation of an incentive program conducted in one division showed dramatic increases in the number of participating locations. Initially there were 49 locations participating, a number that increased to 92. The total number of wellness activities offered increased from 157 to 516.

JOHNSON & JOHNSON

- **Purpose:** To improve employee health by encouraging healthier lifestyles
- **Foci:** Elevated cholesterol, high blood pressure, and smoking (primary foci); exercise, nutrition, safety, self-care, and stress management (secondary foci)
- **Business type:** Manufacturing
- **Number of employees:** 28,000
- **Program setting:** Onsite--all Johnson & Johnson domestic companies and many international affiliates; also marketed to non-Johnson & Johnson companies
- **Start date:** 1979
- **Funding:** Employer
- **Contact:**
  David P. Swearingen
  Director, Corporate Communication
  Johnson & Johnson
  One Johnson & Johnson Plaza
  New Brunswick, New Jersey 08933
  (908) 524-3538

Live For Life is a multifaceted health management system designed to encourage healthier lifestyles among employees. Needs are determined by employee demographics, worksite assessments of health needs and interests, company culture, and business objectives of company management. This program is operational at 50 Johnson & Johnson sites.

Activities

- Voluntary health assessments
- Individual health improvement programs in focal areas
- One-on-one, voluntary sessions with a trained counselor
- Monthly mailings to employee homes
- Personalized feedback via tabletop computer

Impact

- 22.6% of smokers quit by the end of the second year of the program.
- 20% of women and 30% of men started vigorous exercise programs by the end of the second year of the program.
- FICA-excludable sick hours among wage employees were reduced by 20 hours, a savings of $313 per wage employee, by the end of the second year of the program.
- Hospital inpatient costs increased at a slower rate, yielding savings of $223 per employee by the end of the second year of the program.
- Currently, Johnson & Johnson estimates a yearly savings of $378 per wage and salary employee versus a total program cost of $225, a 1.7 to 1 cost/benefit ratio.

LOCKHEED MISSILES & SPACE COMPANY, INC. (LMSC)

- **Purpose:** To enhance the quality of life for individual employees through improved knowledge, skills, attitudes, and values; and to create a healthy corporate environment
- **Foci:** AIDS/HIV, CPR, drugs and alcohol, eldercare, fitness/exercise, mental health, safety, smoking, and weight; appropriate health screenings, such as cholesterol analysis, body fat test, blood pressure; a variety of health-related topics such as diabetes education, cancer and heart disease awareness, nutrition education, repetitive motion injury prevention
- **Business type:** Defense manufacturing
- **Number of employees:** 17,000
- **Program setting:** Onsite
- **Start date:** 1984
- **Funding:** Employer--annual budget approximately $50,000, exclusive of salaries
- **Contact:**
  Eleanore Armanasco
  Health and Wellness Administrator
  Lockheed Missiles & Space Company, Inc.
  PO Box 3504-2744-157
  Sunnyvale, California 94088
  (408) 743-0586

LMSC's voluntary wellness program integrates health promotion into the corporate culture. The Wellness Committee comprises employees from the benefits, Employee Assistance Pro-gram (EAP), fitness, labor relations, and physical therapy areas, plus an ergonomic specialist. The committee designs and steers activities and incentives to improve individual and corporate quality of life for employees.

Activities

- Annual wellness voucher applicable to wellness activity expenses (for example, weight management classes or a magazine subscription)
- Company-paid classes, seminars, and workshops using outside speakers and provided at lunchtime or after hours
- Routine screenings
- EAP support groups
- Resource library with books, videos, and brochures
- Use of other Lockheed employees and student interns on a consulting basis
- Involvement with outside health-related organizations, for example, United Way, South Bay Worksite Wellness Coalition
- Onsite fitness facilities with such offerings as aerobic classes and exercise equipment, free weights, fitness assessments, and sport leagues
- Company-wide health fair

Impact

- Participation levels and employee satisfaction are tracked for each program monthly and annually.
- 10% of employee population is trained in CPR and life safety skills.

LOS ANGELES TIMES

- **Purpose:** To promote healthier employee, spouse, and retiree lifestyles
- **Foci:** Exercise, fitness, medical self-care, work/family balance
- **Business type:** Newspaper
- **Number of employees:** 6,800
- **Program setting:** Onsite--three fitness centers and a wellness library
- **Start date:** 1988
- **Funding:** Employer
- **Contact:**
  Julie Friedman
  Los Angeles Times
  Medical Department
  Times Mirror Square
  Los Angeles, California 90053
  (213) 237-5890

Los Angeles Times Medical Department health promotion programs promote medical self-care and healthy lifestyle changes for all employees, under a wellness committee's direction. Individual initiative and group interaction are themes common to the specialized programs. Individual empowerment to change behavior underscores the *Los Angeles Times* worksite philosophy.

Activities

- Three onsite fitness centers with full-time fitness director
- Employee counseling service
- Annual health fair for employees, retirees, and spouses, including screenings, healthy food samples, wellness games, educational materials, CPR demonstrations, pharmaceutical displays, exhibits, and children's health information
- Onsite library of health and wellness books, audiocassettes, and videos available to employees
- Exercise and weight loss classes
- Noontime seminars, including guest speakers
- Dependent care programs focused on parenting and eldercare

Impact

- Participation and satisfaction survey results demonstrated increased morale and productivity.
- A cost-benefit study revealed correlations between participation in the exercise program and decreased absenteeism.

NEW ENGLAND TELEPHONE (NET), A NYNEX COMPANY

- **Purpose:** To empower New England Telephone employees to make positive lifestyle changes to achieve their optimal health and well-being; to create a program to improve employee relations
- **Foci:** Smoking, elevated cholesterol, high blood pressure, weight management, fitness, work/family issues, drug and alcohol abuse, nutrition, stress management, AIDS education, back health, communication, medical risk reduction
- **Business type:** Telecommunications
- **Number of employees:** 20,500
- **Program setting:** Onsite
- **Start date:** 1989
- **Funding:** Employer--core components funded at corporate level, with individual locations supporting site-specific activities
- **Contact:**
  C. Ray Pribble, MD
  Managing Director, Corporate Health Services
  New England Telephone
  185 Franklin Street, Room 300
  Boston, Massachusetts 02107
  (617) 743-8220

NET's Healthy NETworks! (HNW!) program offers wellness opportunities for employees at 500 locations throughout five New England States. The name *HNW!* relates to NET's business as well as to the networking infrastructure for the wellness program. *HNW!* encourages employee ownership. Wellness coordinators, in a trained volunteer network, can spend four hours of work time weekly to implement *HNW!* activities. Components offer information, motivation, and behavioral change.

Activities

- Voluntary health-risk appraisals, screening, wellness counseling, and interest surveys
- *Healthy NETworks!* newsletters
- Quarterly kits--copy-ready posters, flyers, questionnaires, table tents, and 10-minute video magazine
- *NETwalkers*--NET's employee walking program
- Recognition awards and incentives for noncompetitive challenges; company-wide lottery
- NET Wellness Advisory Committee and, quarterly, *Briefings* for managers and union representatives
- Ongoing site-specific strategic planning involving hundreds of NET employees
- Smoking cessation program supporting smoke-free policy adopted in 1990

Impact

- Large sites had 85% participation in wellness appraisal, screening, and counseling.
- Over 60% of volunteer network is nonmanagement personnel.
- 6,500 attended *HNW!* courses in 1992; 18,000 attended other events.

NORTHERN TELECOM, INC.

- **Purpose:** To support business objectives by providing a quality, comprehensive, and cost-effective health, safety, and environmental program designed to optimize productivity, strengthen competitive advantage, and conserve resources
- **Foci:** Alcohol and drug abuse, blood pressure and cholesterol levels, fitness, mental health, smoking cessation, weight management
- **Business type:** Telecommunications manufacturing
- **Number of employees:** 22,000
- **Program setting:** Onsite--variety of facilities at different worksites (health centers, fitness centers, or outdoor recreation areas)
- **Start date:** 1985
- **Funding:** Employer--environmental health and safety departments
- **Contact:**
  Paula S. Holdan, RN, MS, CPNP
  Manager, Health Services
  Northern Telecom, Inc.
  4001 E. Chapel Hill Nelson Highway
  PO Box 13010
  Research Triangle Park,
  North Carolina 27709
  (919) 992-4948

The Health, Safety, and Environmental Program emphasizes risk reduction, management of health care costs, enhancement of human factors of production, regulatory compliance, and environmental stewardship. The health and safety program comprises a range of interventions and services. Staff include 29 health professionals at 20 sites and one nurse-practitioner at each health center.

Activities

- Onsite access to nurse for primary care, counseling about lifestyle-related illness or injury, and referral to cost-effective, high-quality care providers
- Blood pressure and cholesterol control programs
- Confidential Employee Assistance Program counseling
- Environmental changes in the worksite, including healthier food in company cafeterias and vending machines, smoke-free worksites, small fitness centers, and outdoor recreation facilities at major company locations
- *Work Enhancement Program*, worksite stretching
- Smoking cessation program, onsite classes and reimbursement for offsite classes
- Weight management programs that emphasize exercise

Impact

- A 1991 company analysis of insurance claims showed a 5.8% reduction in total health care costs.
- The return on investment was greater than 3:1.

PARKE-DAVIS PHARMACEUTICAL RESEARCH DIVISION

- **Purpose:** To advance the health and well-being of colleagues and families
- **Foci:** Child care, CPR, eldercare, fitness, low back care, nutrition, personal protection, smoking cessation, stress management, recreation, weight control
- **Business type:** Pharmaceutical research
- **Number of employees:** 1,500
- **Program setting:** Onsite--health and fitness center
- **Start date:** 1984, with fitness center opening in 1991
- **Funding:** Employer/employee--nominal fitness center fee of $10/month, deducted from payroll
- **Contact:**
  Dianne Singer
  Parke-Davis Pharmaceutical
  Research Division
  LifeWise Health & Fitness Center
  2800 Plymouth Road
  Ann Arbor, Michigan 48105
  (313) 996-7652

Parke-Davis's LifeWise Program is dedicated to creating a healthier work environment and to educating and informing people about positive health behaviors so they may improve individual performance and their quality of life. It has as its hub a health and fitness center housed in a new clinical administration building. Center plans emerged from a two-year planning process that involved a task force of employees and kinesiologists as well as employee surveys. *LifeWise* provides comprehensive, individualized health promotion programming for colleagues in Ann Arbor.

Activities

- 10,000-square-foot fitness center with Cybex weight equipment, free weights, StairMasters, Climax stair stepper, Quinton treadmills, Cybex upper and lower body ergometers, AirDynes, a Concept II rower, a NordicTrack, a LifePlus recumbent bicycle, a Lifecycle bicycle, aerobics room, locker and shower rooms, and laundry service
- Medical and fitness evaluation required prior to participation, orientation, exercise prescription, and equipment demonstration for fitness center members
- Operating hours from 5:30 a.m. to 7:30 p.m., Monday through Friday
- *LifeWise* section in *Lab Notes,* Parke-Davis's bimonthly newsletter
- Wellness seminars and special events, promoted through cafeteria and *LifeWise* bulletin boards
- Wellness library
- *Vital Signs* quarterly fitness center newsletter promoting wellness programs and fitness center programs

Impact

- *LifeWise* has improved morale and recruitment and retention of colleagues, as well as decreased employee stress.

QUAD/GRAPHICS, INC.

- **Purpose:** To provide a wholistic approach to physical and mental health for employees and family members
- **Foci:** Alcohol and drug rehabilitation, athletic training, EAP, medical services, prevention, rehabilitation
- **Business type:** Printing manufacturing
- **Number of employees:** 6,700
- **Program setting:** Onsite--a full-service medical clinic and pharmacy in one Wisconsin plant; four fitness centers located at company plants in Wisconsin and New York
- **Start date:** 1984
- **Funding:** Employer/employee--Quad/Graphics self-insurance; employee payment of $5/biweekly pay period for benefits coverage and fitness center membership
- **Contact:**
  Robert Kessler, MD
  Quad/Graphics, Inc.
  Duplainville Road
  Pewaukee, Wisconsin 53072
  (414) 691-9200

Quad/Graphics, Inc., believes in "taking care of our clients, our world, and ourselves." To take better care of itself, Quad/Graphics has established the Quad/Med Clinic and the Quad/Med Network of physicians and hospitals, as well as a complete spectrum of wellness programs. This wholistic approach encompasses physical and mental wellness while empowering employees and family members to stay healthy and receive the best possible care.

Activities

- Onsite wellness programs, including an Employee Assistance Program, safety education, athletic training and rehabilitation, and an onsite alcohol and drug abuse counselor
- Onsite fitness centers, as well as sports and fitness activities including leagues, coordinated and supervised by degreed fitness directors
- *Quad/Med Clinic and Network,* a comprehensive program of physical, mental, and preventive care
- In-house medical clinic staffed by physicians, nurses, X-ray technician, pharmacists, and lab technician
- Network and utilization-review process to ensure high-quality care to employees and family members

Impact

- *Quad/Med* program effectively contains health care costs while preserving the employee's right to choose health care providers.

ROHM AND HAAS COMPANY

- **Purpose:** To reduce employee health risks that will cost the company human and financial resources
- **Foci:** Cardiovascular disease prevention, low back pain, nutrition and weight control, smoking cessation, stress reduction
- **Business type:** Chemicals manufacturing
- **Number of employees:** 1,000
- **Program setting:** Onsite--57 loca-tions worldwide
- **Start date:** 1985
- **Funding:** Employer--provided by sites
- **Contact:**
  Joe McGettigan
  Wellness Center Manager
  Rohm and Haas Company
  500 Richmond Street
  Philadelphia, Pennsylvania 19137
  (215) 537-2034

Paths to Health focuses on identifying those at risk for illness or injury, providing prevention/intervention activities where appropriate. The program began in response to a management observation that health risks tended to be higher at facilities with a greater proportion of blue-collar workers. A random survey of employee health interests provided the basis for *Paths to Health*. Wellness coordinators lead the program at each of the company's 57 locations.

Activities

- Blood pressure screening and monitoring
- Employee Assistance Programs
- Health education programs
- Physical examinations
- Rehabilitation after injury and illness
- Smoking cessation
- Onsite exercise facility at the Philadelphia plant

Impact

- At the Philadelphia plant, site of a pilot study, 45% of employees had elevated blood pressure readings; 24%, lower back pain; 59%, problems with overweight; and 22%, obesity. Cigarette smokers were 43% of the plant's employee population. Employees who participated in the fitness program experienced significant improvement on several health and fitness measures, including blood pressure, weight, endurance, and overall fitness.
- 75% of employees at the Philadelphia plant participate in *Paths to Health*.

BEST COPY AVAILABLE

SANDIA NATIONAL LABORATORIES (SNL)

- **Purpose:** To provide the opportunity for all employees to achieve a high level of health and well-being in a work environment that is supportive of positive health changes
- **Foci:** Preventive health screenings, assessments, counseling, reducing lifestyle risk factors related to chronic diseases
- **Business type:** Research and development of energy-related products and weapons
- **Number of employees:** 8,000
- **Program setting:** Onsite--classrooms for courses, cafeteria for after-hours aerobics, and track for walking and jogging
- **Start date:** 1986
- **Funding:** Employer
- **Contact:**
  Linda Duffy
  ACSM Health/Fitness Director
  Sandia National Laboratories
  Albuquerque, New Mexico 87185-5800
  (505) 844-8238

The Total Life Concept (TLC) health promotion program is responsible for delivering quality health screenings, assessments, seminars, and classes on health-related topics to employees. The multidisciplinary TLC staff bases programs and services on the most current and effective strategies in preventive health care. All programs are free and open to all SNL employees.

Activities

- Nutrition, fitness, and stress assessments and individualized counseling sessions
- 20 group exercise classes each week
- Educational seminars and lifestyle programs in weight management, back care, blood pressure control, cancer awareness, stress management, smoking cessation, interpersonal communications, and self-care
- *TLC Premier* program for Sandia retirees, including health risk appraisals and seminars on physical activity, arthritis management, and self-care

Impact

- Health risk appraisals conducted before TLC class participation and again 1 year later found improvement in 10 out of 18 health measures.
- Among 9 of 14 TLC subpopulations, the relative risks of having a heart attack, suffering a stroke, and dying in the next 10 years were reduced.
- Estimated medical cost savings total over $250,000 a year.
- Physical, emotional, and behavioral symptoms of stress in 55 SNL employees were reduced after an eight-week TLC stress management class.
- Participants in a five-year study reduced modifiable risk factors for chronic disease and were found to be significantly healthier than the statistical reference group for individuals of the same age and gender. (Study completed in October 1992.)

SENTRY INSURANCE COMPANY

- **Purpose:** To provide wellness opportunities for employees, retirees, spouses, and dependents
- **Foci:** Fitness, health education, nutrition, recreation, smoking, stress
- **Business type:** Insurance
- **Number of employees:** 2,700
- **Program setting:** Onsite--corporate headquarters fitness center that offers both indoor and outdoor facilities
- **Start date:** 1977
- **Funding:** Employer/employee--employer funding, 90%; employee fees, 10% of program costs
- **Contact:**
  Ron Cook, PhD
  Sentry Insurance Company
  JG4/ll
  1800 North Point Drive
  Stevens Point, Wisconsin 54481
  (715) 346-7450

Sentry Fitness Program promotes healthy lifestyle behaviors by providing opportunities and facilities for retiree, employee, and family use. Emphases include nutrition, exercise, and health education.

Activities

- Full-sized gymnasium used for basketball, volleyball, aerobic exercise classes, and jogging
- 25-meter swimming pool for individual and parent-tot lessons, and recreation
- Racquetball and handball courts
- Professionally monitored Universal and Nautilus equipment
- Outdoor, wooded exercise trails for walking, running, and skiing
- *Heart Healthy Dining* program with low-fat, low-salt, and low-sugar meals daily
- National walking club
- Classes--smoking cessation, stress management, and nutrition orientation/weight management
- Periodic health-related educational programs

Impact

- 40% of employees indicate they exercise strenuously for 20 minutes three times a week.
- 86% of employees indicate they have an annual blood pressure test.
- 96% of employees indicate they have a smoke detector in their home.
- 82% of employees wear their safety harnesses driving to and from work.
- 79% of employees indicate they limit fat, and 70% indicate they limit cholesterol in their diet.

SOUTHERN CALIFORNIA EDISON COMPANY

- **Purpose:** To improve employee health status and health care cost management
- **Foci:** Five cardiovascular risk factors targeted to match goals set forth by Healthy People 2000: blood pressure, blood sugar, smoking, total cholesterol, weight
- **Business type:** Public utility
- **Number of employees:** 17,000
- **Program setting:** Onsite at over 60 worksites
- **Start date:** 1989
- **Funding:** *HealthFlex*, employer indemnity plan
- **Contact:**
  Kurt P. Hobbs
  Supervisor, Preventive Health Education
  Southern California Edison Company
  8631 Rush Street
  Ground Floor, GO4
  Rosemead, California 91770
  (818) 302-5512

Good Health Rebate and **Preventive Health Account** are the components of Southern California Edison's self-insured and self-administered indemnity plan *(HealthFlex)*. *Good Health Rebate* provides a financial incentive to enrolled employees and spouses who maintain good health. *Preventive Health Account* credits $150 per enrolled person (employees and spouses) for use of preventive services and programs.

Activities

- Annual voluntary screenings for five risk factors
- $10 per month rebate on monthly health care premiums for participants who meet guidelines or present physician certification of enrollment in risk-reduction program
- Up to $150 annual allowance for such programs as weight loss, smoking cessation, membership in exercise facilities, visits to a registered dietician, and participation in community-based wellness programs
- *HealthFlex* coverage of up to $500 per person annually for physician-related preventive services

Impact

- Over 78% of eligibles participated in one or more screenings.
- In comparison to nonscreened employees, screened employees had overall fewer days absent (8 vs. 13), fewer hospital inpatient days (0.3 vs. 0.7), and a greater number of physician visits (5.6 vs. 4.5).

TENNECO, INC.

- **Purpose:** To increase employee awareness of and commitment to positive health habits, improve productivity, and improve the well-being of employees and their families
- **Foci:** Health, fitness, safety
- **Business type:** Manufacturing
- **Number of employees:** 1,900
- **Program setting:** Onsite--corporate headquarters health and fitness center
- **Start date:** 1981
- **Funding:** Employer--100% free to employees and spouses; $10 a month charge to contractors
- **Contact:**
  William Baun
  Tenneco Health Services
  Tenneco, Inc.
  PO Box 2511, 1010 Milam
  Houston, Texas 77252
  (713) 757-3313

Tenneco Health and Fitness Program contributes to Tenneco's strategy for attracting and keeping employees and offering them opportunities to learn about and maintain better health. A multidisciplinary health team that includes physicians, nurse practitioners, exercise specialists, health educators, safety specialists, and a psychotherapist staffs the Tenneco Corporate Health Department, which offers programs to employees and their families. The headquarters program is a model for health activities at Tenneco divisions.

Activities

- Exercise programs at onsite facilities
- Smoking cessation
- Stress management
- *SmartSteps* program, which emphasizes variety and balance in food selection
- Cancer, hypertension, and cholesterol screenings
- *Lunch and Learn* seminars on health issues
- Computer system for membership, participant utilization, medical and fitness assessment, and exercise data

Impact

- 70% of corporate employees are members of the fitness program, and 80% of this membership participates in some level of fitness programming during the year.
- Ambulatory health care costs for nonexercisers (males $486, females $863) were significantly higher than the costs for exercisers (males $408, females $243).
- Overall medical care costs for nonexercising males were twice as high as the costs for exercisers ($1,003 versus $561); findings for females were similar ($1,535 versus $639).

TEXAS INSTRUMENTS, INC.

- **Purpose:** To provide a safe and healthy work environment and to pro-mote and support the health of employees
- **Foci:** Health risk appraisal, analysis and counseling; prenatal education; preventive care
- **Business type:** Manufacturing and sales--electronics technology
- **Number of employees:** US--88,000; worldwide--60,000
- **Program setting:** 45 locations; expanding worldwide
- **Start date:** 1952 (occupational health services); 1988 (corporate health promotion)
- **Funding:** Information not available at this time
- **Contact:**
  Cathy A. McComas
  Director, Corporate Health Promotion
  Texas Instruments, Inc.
  PO Box 650311
  Dallas, Texas 75265
  (214) 917-7137

LifeTrack is a corporate-wide health promotion strategy that takes the public health model approach. *LifeTrack* measures its accomplishments against the *Healthy People 2000 Objectives* for the Nation. Four professional staff implement *LifeTrack* at remote locations. In addition, each location has a wellness coordinator. Texas Instruments offers *LifeTrack* services to all of its employees.

Activities

- Health promotion activities that include a health risk appraisal, analysis, and counseling; exercise programs, seminars and workshops, newsletters, health fairs, and a resource center
- Preventive care benefits that include certain cancer screenings and specific monthly immunizations and exams from birth to age two
- *Start Smart*, a prenatal program of wellness and preventive care for employees and their dependents, which includes early detection, exercise, nutrition, and an early discharge benefit that provides help at home for mothers who choose to leave the hospital 24 hours after giving birth

Impact

- An analysis of health care claims found that nonparticipants incur twice the costs of participants.
- A cost-by-risk analysis found that nonparticipants have 42% to 82% higher costs per risk than participants.
- Retesting after one year and three years demonstrates continuous, statistically significant improvement in overall risk factors.

THE COCA-COLA COMPANY

- **Purpose:** To meet each associate's needs with a total health management program
- **Foci:** Comprehensive health promotion and disease prevention; total lifestyle management
- **Business type:** Beverage manufacturing
- **Number of employees:** 4,000 (based in Atlanta)
- **Program setting:** Onsite--28,000-square-foot fitness center in Atlanta; other locations worldwide
- **Start date:** 1985
- **Funding:** Employer
- **Contact:**
  Mark Landgreen
  Director, Health Management Department
  The Coca-Cola Company
  PO Drawer 1734
  Atlanta, Georgia 30301
  (404) 676-2001

Coca-Cola HealthWorks is a comprehensive wellness and fitness program for The Coca-Cola Company associates, spouses, and retirees that enhances health and productivity. It is located atop the parking facility of the Atlanta headquarters complex and at other Coca-Cola facilities worldwide.

Activities:

- Personal health screening to determine cardiovascular risk, blood pressure, flexibility, and other
- Personalized fitness and wellness program developed by associates with health management staff
- Cardiac rehabilitation program
- Comprehensive wellness program offering EAP, stress and weight management, smoking cessation, nutrition counseling, and ergonomic practices
- Recreational and active lifestyle opportunities, including individual and team challenges, walking/running club, track team, and active vacations (skiing, rafting, hiking)
- Comprehensive HealthWorks network for associates based outside Atlanta, including resource centers, team events, wellness programs, exercise facilities, and active vacations

Impact:

- HealthWorks participants averaged $535 less in insurance claims than nonparticipants from 1988 to 1990.
- Bottling system associates who participated in the *Back at Work* program had 32% fewer back injuries and 78% fewer lost work days than colleagues who did not participate.
- *Back at Work* participants averaged insurance claims savings of $275 per year.
- 65% of all eligible Atlanta-based associates participate in *HealthWorks*.

THE HOME DEPOT, INC.

- **Purpose:** To promote health and wellness for all employees and offer them a higher quality of life
- **Foci:** Fitness, smoking cessation, stress and weight management
- **Business type:** Retail hardware
- **Number of employees:** 40,000
- **Program setting:** Onsite--corporate offices in Atlanta and various locations across the United States
- **Start date:** 1989
- **Funding:** Employer
- **Contact:**
  Wes LeCroy
  The Home Depot, Inc.
  2727 Paces Ferry Road
  Atlanta, Georgia 30339
  (404) 433-8211

Building Better Health promotes health and wellness through health education, awareness, assessment, and intervention. Regional health fairs introduced *Building Better Health* to employees nationwide. Program decentralization followed. Regional training programs, attended by a Wellness representative from each store, focus on healthy lifestyles. The Home Depot, Inc., also plans to implement programs on maternal and infant health, as well as cancer.

Activities

- Employee Assistance Program, which oversees drug testing and rehabilitation
- Onsite screenings, available at all sites throughout the year
- Health awareness communicated through posters, pamphlets, videos, and self-care literature
- Healthy choices in vending machines and healthy snacks at meetings
- Resource lists of community classes on smoking cessation, stress, and weight management
- National emphasis on fitness club discounts, smoke-free stores, and stress management in training for managers
- Smoke-free company as of March 1992
- Prenatal education program for all expecting employees and spouses

Impact

- The Home Depot, Inc., does not regularly evaluate the program. Rather, the program continues because it is there to help employees.
- 90% of the over 200 locations consistently participate in the program.

THE TRAVELERS INSURANCE COMPANY

- **Purpose:** To enhance the health and decrease the medical care costs of employees, improve productivity and morale, and promote The Travelers' standing within the corporate community as a vigorous organization
- **Foci:** Lifestyle, medical self-care, appropriate use of the health care system
- **Business type:** Insurance
- **Number of employees:** 4,000 (includes retirees)
- **Program setting:** Onsite--The Travelers Taking Care Center at corporate headquarters; distribution of health information to employees nationwide
- **Start date:** Communications program in 1985 and fitness center intervention in 1987
- **Funding:** Employer/employee--corporate funds and employee membership contributions
- **Contact:**
  Cynthia Chambers
  Director, Taking Care Program
  The Travelers Insurance Company
  90 State House Square, H2
  Hartford, Connecticut 06183
  (203) 954-8569

The Travelers Taking Care Program, developed by The Center for Corporate Health, Inc., a subsidiary of The Travelers, includes the *Taking Care Center* (TCC) and the *Taking Care* communications program. The TCC, one of the largest employee health promotion facilities, is a 48,000-square-foot fitness facility housing an indoor track, a 25-yard lap pool, aerobic and strength training equipment, and a 3,000-square-foot aerobic dance floor. It serves employees and retirees. The communications program provides employees and their families nationwide with information on lifestyle, medical self-care, and appropriate use of the health care system. *Taking Care* committees organize health promotion activities and classes in 100 field locations.

Activities

- Aerobics and health education classes
- Health risk appraisals
- *Taking Care* newsletter
- Brochures and videotapes
- *Take Care of Yourself*, a medical reference book
- *Taking Care* committees
- Special events/contests
- Preventive health screenings

Impact

- The number of TCC members and field office participants who smoke decreased by 3.2%.
- Field office employees who consume alcohol decreased by 1.4% ; TCC members, by 3.0%.
- Levels of physical activity for field office increased by 12.3%, and for TCC members by 19.8%.
- Awareness of blood pressure rate and cholesterol level increased by 14.8% and 34%, respectively, for field office; and for TCC members by 1.4% and 8.6%.
- Estimates of benefits to costs indicated that TCP returned $3.40 for every $1 invested, yielding total corporate savings of $7.8 million in 1990.
- Absenteeism declined an average of 1.2 days per participant.

UNION CAMP CORPORATION

- **Purpose:** To create a corporate culture that increases the likelihood that employees and dependents will have a healthy lifestyle and to do so in an acceptable and cost-effective manner
- **Foci:** Blood pressure, cholesterol, fitness, smoking cessation, weight loss
- **Business type:** Forest products manufacturing
- **Number of employees:** 18,000
- **Program setting:** Onsite--varied Union Camp locations
- **Start date:** 1969
- **Funding:** Employer--EAP funding from individual Union Camp locations; *Healthy Lifestyle Award* and headquarters activities funding from various components of corporate budget
- **Contact:**
  Mark Kaelin, EdD
  Corporate Manager of Health Promotion
  Union Camp Corporation
  1600 Valley Road
  Wayne, New Jersey 07470
  (201) 628-2713

Union Camp's health promotion activities consist of a network of more than 50 independent Employee Assistance Program (EAP) providers. All employees, their dependents, and retirees at some locations may avail themselves of EAP services. Union Camp's health promotion activities involve a variety of corporate departments including industrial relations, benefits, food service, and safety, as well as the medical department.

Activities

- $100 *Healthy Lifestyle Award* to each eligible employee's Health Care Spending Account if the employee self-certifies that neither they nor their dependents use tobacco products
- Headquarters fitness facility serving 450 to 500 employees
- Headquarters blood pressure and cholesterol screenings, health risk appraisal, and weight loss and smoking cessation support groups
- *Heart-Healthy Recipes* featured in cafeteria
- Annual *Robert H. Areson Award* for two peer-nominated employees who, by personal example and the encouragement of others, have contributed to making Union Camp's headquarters a health-promoting workplace

Impact

- Employees who claim the $100 *Healthy Lifestyle Award* generate $400 less in health care costs by family unit than other families.
- An employee developed a breast cancer awareness program consisting of a lecture and a special arrangement for clinical breast examination and mammogram for Union Camp employees at $75, half the usual cost.

UNION CARBIDE CORPORATION

- **Purpose:** To develop, implement, and oversee an ongoing, comprehensive wellness program for all headquarters employees
- **Foci:** Individual and headquarters population health needs, lifestyle-related illnesses, modifiable risk factors, prevention and detection of disease
- **Business type:** Chemicals and plas-tics manufacturing
- **Number of employees:** 1,200
- **Program setting:** Onsite--corporate headquarters
- **Start date:** 1990
- **Funding:** Employer
- **Contact:**
  Joanne Howard
  Marketing Promotion Coordinator
  Union Carbide Corporation
  39 Old Ridgebury Road
  Danbury, Connecticut 06817
  (203) 794-6414

The Union Carbide Wellness Team promotes employee health at the company's corporate headquarters. The team comprises employees from all areas of the company, including medical, fitness center, safety, occupational health, cafeteria services, and human resources. The team's mandate is to make available the resources needed to promote total health awareness so that employees and their families can make healthy lifestyle choices that benefit themselves and the corporation.

Activities

- Fitness center with comprehensive medical evaluation as a prerequisite for membership
- Onsite medical unit offering health maintenance exams, clinical preventive services, and health education
- Health education and wellness magazine, lunchtime talks, seminars, videos, resource materials, newsletter, and program-specific communications
- Onsite nutritionist
- Walking club
- Stress management seminars
- Weight management classes
- Employee Assistance Program
- Safety and health fair

Impact

- Participation levels are considered good. Informal questionnaires show an overall positive response to the *Wellness Team* program.

UNION PACIFIC RAILROAD

- **Purpose:** To enhance employees' and their dependents' health and well-being
- **Foci:** Fitness, health awareness and screening, smoking cessation, nutrition, stress management, cancer, alcohol awareness classes
- **Business type:** Railroad transportation
- **Number of employees:** 28,000
- **Program setting:** Onsite--multiple, including headquarters, converted railroad cars, and layover locations
- **Start date:** 1987
- **Funding:** $600,000 per year
- **Contact:**
  Joseph Leutzinger
  Manager, Health Promotion
  Union Pacific Railroad
  1416 Dodge Street #101
  Omaha, Nebraska 68179
  (402) 271-5814

Union Pacific Railroad is the lone pioneer in lifestyle cost analysis (LCA) for its industry. The company's 28,000 employees, along with spouses and retirees, are eligible to participate in a variety of health enhancement and fitness programs. Union Pacific promotes wellness in its community by serving as a sponsor of local, health-related special events and as a charter member of the Wellness Council of the Midlands.

Activities

- Wellness Council of the Midland's *Family Fitness Festival*
- The *Omaha Riverfront Marathon*
- *Corporate Cup 10K Run*, American Lung Association fundraiser for programming for the State of Nebraska
- Health fairs for welders, electricians, and other union workers, including screenings and behavior change workshops
- 10 fitness centers in converted train cars designed to travel with employees who are on the move
- 8,000-square-foot facility with Cybex weight training equipment, stationary bicycles, treadmills, stair climbers, and an aerobic dance program
- Mailing of medical self-care program materials to all employees

Impact

- Health fairs increase awareness of hard-to-reach employees by 70%.
- There are 6,400 members of the layover site fitness centers.
- There are 1,552 headquarters fitness center members.

UNUM LIFE INSURANCE COMPANY OF AMERICA

- **Purpose:** To deliver a comprehensive, high-quality, and effective health promotion program with an emphasis on good health versus a focus on disease as the most effective way to impact the health and well-being of employees
- **Foci:** Health promotion through exercise, team building, communication skills, parenting programs, self-care, financial management, weight and nutrition education, injury prevention, collaboration with UNUM's occupational health and safety program and human resource area
- **Business type:** Insurance
- **Number of employees:** 4,650
- **Program setting:** Onsite
- **Start date:** 1985
- **Funding:** Employer/employee--1993 budget approximately $500,000, with UNUM contribution $303,000 and employee fees the remainder
- **Contact:**
  Susan Olson, MSPH
  Manager, Medical Division
  UNUM Life Insurance
  Company of America
  2211 Congress Street, W317
  Portland, Maine 04122
  (207) 770-2516

Wellpower strategies are driven by (1) responsiveness to customer service feedback, (2) integration with human resource compensation and benefits, (3) enhancing *Wellpower* programs, (4) consistency with the overall UNUM business direction and 1998 goals, and (5) health education theory on the importance of motivating individuals to understand the benefits of good health. *Wellpower* began with a focus on disease prevention through risk factor reduction. While risk reduction remains a primary concern, the methods for moving employees toward better health have evolved from the primary use of risk appraisals and other "tests" to a more comprehensive approach.

Activities

- 10,000-square-foot *Wellness Fitness Facility* for employees and retirees (with limited family use), offering 23 pieces of cardiovascular equipment and 32 aerobics classes each week
- A variety of health education classes
- *Car Seat Purchase Program*, allowing employees to purchase child safety car seats at reduced prices
- Policy prohibiting smoking in UNUM buildings and at UNUM functions since 1986
- Yearly evaluations of *Wellpower* program
- Fees designed to ensure employee commitment and offset corporate costs (partially reimbursable when program is completed)
- National championship track team

Impact

- 45% of all Portland, Maine, employees and 15% of field employees participate. Since 1985, UNUM has seen a 39% reduction in smoking, a 48% increase in seat-belt use, a 26% reduction in employees reporting stress most of the time, a 57% increase in employees having their cholesterol checked, 84% of employees saying that *Wellpower* is beneficial to UNUM, and 77% of employees finding *Wellpower* beneficial to them personally.

W.H. BRADY COMPANY

- **Purpose:** To provide information and activities to help improve employee awareness of health and wellness issues by teaching ways to modify behaviors, improve health, and prevent illness
- **Focus:** Wellness
- **Business type:** Manufacturing--coated films and industrial identification products
- **Number of employees:** 2,000
- **Program setting:** Onsite
- **Start date:** 1985
- **Funding:** Employer--$25,000
- **Contact:**
  Corporate Benefits Department
  W.H. Brady Company
  PO Box 571
  Milwaukee, Wisconsin 53201
  (414) 332-8100

W.H. Brady's health promotion program began with *Medic First Aid* classes in 1985. Since then, the program has expanded to include special events, a health magazine, and activities for all of Brady's employees.

Activities

- *Medic First Aid* and other classes
- After-hours workshops on wellness topics such as smoking cessation
- Preventive services, including cholesterol screenings and vaccinations
- Wellness displays to communicate wellness education and events
- Sports events, a walking program, and other special events related to health promotion
- Health promotion information provided through special monthly wellness newsletters and special mailings to managers
- Employee discounts at fitness centers such as the YMCA
- External NurseLine service

Impact

- About 800 employees participate in some Brady wellness activity each year.
- Brady reports that health benefits stressing preventive health care and the wellness program together keep health in the minds of employees and provide employees with useful wellness information throughout the year.
- Brady successfully implemented a smoke-free policy in 1991.

WESTINGHOUSE ELECTRIC CORPORATION

- **Purpose:** To improve employee health, create a healthier organization, and contain health care costs
- **Foci:** Fitness, health care consumerism, lifestyle health, risk reduction, and safety
- **Business type:** Communications-broadcasting; manufacturing--electronics
- **Number of employees:** 75,000
- **Program setting:** Onsite--at worksites across the United States
- **Start date:** 1984
- **Funding:** Employer/employee
- **Contact:**
  Stephanie J. Pronk, MEd
  Manager, Health Initiatives
  Westinghouse Electric Corporation
  11 Stanwix Street, Room 882
  Pittsburgh, Pennsylvania 15222
  (412) 642-5576

Health Initiatives is a new approach focusing on improving employee and organizational health and the bottom line. Health initiatives are the strategic efforts to enhance the health of employees and the organization through education, behavioral change, cultural support, and lifestyle improvement in a quality, cost-effective manner. The program consists of Level I--Awareness, Level II--Lifestyle Change, and Level III--Supportive Environment. Local employee Health Initiative teams develop and design program activities that meet employee and business needs specific to their location. The program serves approximately 75,000 employees. The manager of *Health Initiatives* oversees the program.

Activities:

- *Getting Started, Health Initiatives* manual assists locations in developing local programs
- Annual *Health Initiatives Workshop and Training Course*
- A detailed lifestyle-related health care claims cost report specific to each location
- Financial incentives (at select locations)
- Job-related fitness programs (at select locations)
- *Medical Self-Care* program
- *Benefitness Bulletin* sent to all employee homes
- *Health Initiatives Newsletter*

Impact:

- At one location participants had four days a year lower absenteeism and $580 lower health care costs than nonparticipants.
- A study of the effectiveness of a daily flexibility and strength program at one site yielded significant increases in grip strength, right-wrist flexion, and lower back and hamstring flexibility and decreases in fatigue, anger, depression, and total mood disturbance scores.

WEYERHAEUSER COMPANY

- **Purpose:** To provide employees and their families with skills to make healthy lifestyle choices to enhance the quality of their lives
- **Foci:** Back care, heart disease risk screening, fitness, nutrition, smoking cessation, stress, family health
- **Business type:** Forest products manufacturing
- **Number of employees:** 43,500
- **Program setting:** Onsite--headquarters and field locations
- **Start date:** 1986
- **Funding:** Employer-- $450,000 budget in 1991
- **Contact:**
  Deb Orton
  Excel Program
  Weyerhaeuser Company
  SB 6
  Tacoma, Washington 98477
  (206) 924-6398

Excel promulgates the corporate beliefs that (1) healthy people make healthy companies, (2) a supportive environment nurtures healthy lifestyles, (3) employees must feel they own a wellness program, (4) people have different learning styles, and (5) health is a personal choice. With this in mind, Excel's activities for its 3,500 headquarters staff and 42,500 field staff are targeted to personal choice and healthy lifestyle change. Corporate commitment is evidenced by the shift in funding from charging individual managers for Excel staff services to a corporation-sponsored budget.

Activities

- Awareness programs, including a nutrition campaign and distribution of books, videos, and internally developed posters and literature on various health topics
- Health assessments, including fitness evaluations and follow-ups, cholesterol screening, and blood pressure screening
- Education programs focused on topics such as back care, motivation for healthy lifestyles, and nutrition
- Company-subsidized fitness centers at corporate headquarters and several large manufacturing sites
- Smoking cessation emphasis and a reimbursement policy at corporate headquarters
- Measuring program effect and success based upon customers' achievements and eventually through changes in risk factors

Impact

- Rates of participation exceed 60% at the majority of locations.
- *Excel* continues because of its alignment with company goals and objectives. The program is engaged in a three-to five-year study of its impact on risk factors. However, senior managers do not require formal documentation of the program's benefit so long as costs are under control and services are in line with human resources goals.

CHAPTER THREE

PRIVATE SECTOR PROGRAMS FOR FEWER THAN 1,000 EMPLOYEES

BANDAG, INCORPORATED

- **Purpose:** To reduce medical insurance costs
- **Foci:** Breast cancer, cardiovascular health, fitness, weight reduction
- **Business type:** Manufacturing of re-treading materials and equipment
- **Number of employees:** 720
- **Program setting:** Onsite
- **Start date:** 1986
- **Funding:** Employer
- **Contact:**
  Jan Beinke
  Personnel Specialist
  Bandag, Incorporated
  2905 North Highway 61
  Muscatine, Iowa 52761
  (319) 262-1156

Bandag, Incorporated, provides worksite health promotion programming for all employees. A self-insured corporation, Bandag began its health promotion program to reduce employee medical costs. A full-time administrator in personnel, with assistance from local health agencies, works with employees to develop individualized programs. Financial incentives complement the program's objective of cost containment.

Activities

- 50% company reimbursement for mammograms
- Free, onsite cholesterol and blood pressure screenings
- Health club usage incentives, including 25% company reimbursement for joining and another 25% in six months for documented regular attendance
- Weight loss incentive--$2.00 per employee, per pound lost--for employees in company-approved weight reduction program

Impact

- Bandag reports a consistent and increasing number of employees participating in the wellness program each year. People seem to be more aware of their own and their families' health and to realize that they have to be better consumers of health care.
- Screenings have discovered (1) several employees with severely elevated blood pressure, who were immediately referred to a doctor, and (2) a small number of people with high cholesterol who are watching their diets carefully to lower it to a normal level.

FOLDCRAFT COMPANY

- **Purpose:** To control health care costs, maintain participation in employer-sponsored health insurance plan, and encourage healthy lifestyles among employees and their families
- **Foci:** Blood pressure, body fat, flexibility, recovery heart rate, tobacco use, total cholesterol
- **Business type:** Furniture manufacturing
- **Number of employees:** 260
- **Program setting:** Onsite
- **Start date:** 1990
- **Funding:** Employer
- **Contact:**
  Dorothy L. Erickson
  Director of Human Resources
  Foldcraft Company
  615 Centennial Drive
  Kenyon, Minnesota 55946
  (507) 789-5111

HEALTH (Helping Employees Attain Lifestyles That Help) was established as a part of a benefits redesign suggested by an outside consultant. Available to Foldcraft's employees and their spouses, it is a two-stage program that comprises (1) a risk awareness and assessment process and (2) a series of incentives based on goal attainment. Spouses are included because dependents generate over two-thirds of company health care claims, and including spouses extends program reach into employee homes.

Activities

- Confidential risk awareness and assessment process conducted by a health promotion service
- $15 for each 100 credits earned through participation in company-sponsored or approved aerobic activities
- 1.5 hours of paid time off and a $20 monthly rebate on health care premiums to employees who participate with their spouses in the health risk appraisal program
- Company contributions to health care premiums based on relative rating of risks
- Up to three extra days of vacation based on attendance
- A bonus to all workers if no time is lost due to worksite injury
- Four hours of vacation time based on negative results of random drug testing

Impact

- 7 of 11 major risk categories identified in aggregate risk appraisal showed improvement over one year's time.
- Overall the aggregate health risk decreased 1%, suggesting a $4,700 decrease in health care costs and 18 fewer days lost to absenteeism.

LINCOLN ELECTRIC SYSTEM

- **Purpose:** To encourage, educate, and motivate employees to be physically, emotionally, psychologically, and socially "well"
- **Foci:** Alcohol and drug use/abuse, environmental health, heart disease and strokes (including blood pressure screening), mental health and mental disorders (including stress management), nutrition/weight management, occupational safety and health, physical activity and fitness, tobacco/smoking cessation, unintentional injuries
- **Business type:** Utility
- **Number of employees:** 390
- **Program setting:** Onsite
- **Start date:** 1988
- **Funding:** Employer
- **Contact:**
  John Reid
  Lincoln Electric System
  11th and O Street
  PO Box 80869
  Lincoln, Nebraska 68501
  (402) 473-3224

Lincoln Electric System's Wellness Committee is charged with planning and implementing activities that will encourage employees to attain a healthier, happier, and more productive lifestyle. One staff member, a safety and health specialist, advises an employee committee of seven members. Members represent each of the company's divisions and all of its employees.

Activities

- Risk identification
- Health education/awareness
- Behavior change
- Comprehensive individual programs emphasizing self-care
- Employee Assistance Program
- Worksite design and ergonomics

Impact

- Health insurance premiums have been reduced by 20%.
- Program participation rates have increased each year.

MESA INC.

- **Purpose:** To decrease absenteeism and increase productivity, encourage employees to develop a healthy lifestyle, develop employees' awareness of cardiovascular disease risk factors, enhance employee/employer relationships and company morale, and reduce health care costs by lowering the number and severity of medical claims
- **Foci:** Absenteeism, cardiovascular disease risk factors, exercise, nutrition, prevention strategies, rest and relaxation
- **Business type:** Natural gas
- **Number of employees:** 350
- **Program setting:** Onsite
- **Start date:** 1979
- **Funding:** Employer
- **Contact:**
  John Sobchak
  MESA Inc.
  2001 Ross Avenue, Suite 2600
  Dallas, Texas 75201
  (214) 969-2289

MESA Corporate Health & Fitness Program comprises three components: (1) education and awareness, (2) nutrition, and (3) a wellness incentive program. Headed by a program director who reports directly to the president and a wellness coordinator in each office, the program encourages employees to develop a healthy lifestyle through exercise, good nutrition, adequate rest and relaxation, educational programs, and wellness incentives. The program is offered to all of the company's employees and their families.

Activities

- Annual fitness profiles for participants
- Fitness prescriptions based on profiles
- Quarterly wellness newsletter
- Health education classes
- Quarterly wellness-oriented activities
- Annual wellness awards up to $1,000

Impact

- MESA's health care costs were 11 percent lower than the industry average.

PEPSICO

- **Purpose:** To provide high-value, service-oriented, customer-focused health and fitness programs to all employees at PepsiCo World Headquarters
- **Foci:** Exercise and athletics, fitness, wellness, low back care, risk factor management, nutrition and weight reduction, personal safety, smoking cessation, stress reduction, sports medicine
- **Business type:** Beverage, restaurant, and snack food
- **Number of employees:** 750 (headquarters)
- **Program setting:** Onsite--varied, with fitness centers and health promotion programs in all divisional headquarters, and fitness and health promotion programs at selected divisional manufacturing operations and bottling plants
- **Start date:** 1950s, with smaller fitness centers; current, 12,000-square-foot headquarters fitness center built in 1981
- **Funding:** Employer/employee
- **Contact:**
  Frank J. LoCastro, EdD
  PepsiCo Health Enhancement Program
  700 Anderson Hill Road
  2/C 101
  Purchase, New York 10577
  (914) 253-2473

PepsiCo's Health Enhancement Program fosters good health among all employees, their retirees, and their families. The program emphasizes individual responsibility for managing health. PepsiCo, a corporate health promotion pioneer for four decades, recognizes the positive impact that company-supported health and fitness programs can have on employee morale and productivity. Professional health, fitness, and rehabilitation staff administer wellness activities at either no or minimal cost to headquarters employees.

Activities

- *Step Up To Health* incentive program for exercise efforts and self-reported lifestyle improvement
- *Fun Fitness* contests that promote teamwork, with awards, prizes, and company recognition
- State-of-the-art fitness center, staffed daily from 7:00 a.m. to 7:30 p.m. and including exercise circuit training equipment, fully-equipped locker areas, and onsite laundry
- Fitness profile tests followed by personalized exercise orientation; health and physical activity questionnaire required prior to participation
- Year-round competitive recreational activities
- Indoor and outdoor swimming pools, tennis and volleyball courts, sports fields, outdoor running course, and 440-yard cinder track
- *Aerobic Workout Series*, varied classes and schedules in stepping, high- and low-impact aerobics, and training workouts

Impact

- PepsiCo's ongoing wellness commitment to its employees is not based on the cost-effectiveness of these programs and how they affect the bottom line, but rather on the premise that these programs are an important and necessary employee benefit and should be made available to any employee who wishes to participate. PepsiCo realizes how important these wellness programs are and how much of an impact they can have on improving employee morale and productivity.

SAVINGS AND LOAN DATA CORPORATION

- **Purpose:** To respond to the needs of employees in their struggle to balance work and family responsibilities; to attract and retain employees
- **Foci:** Work/family and wellness issues
- **Business type:** Data processing
- **Number of employees:** 180
- **Program setting:** Onsite
- **Start date:** 1990
- **Funding:** Employer
- **Contact:**
  Leslie Kuhlman
  Savings and Loan Data Corporation
  PO Box 5412
  312 Plum Street
  Cincinnati, Ohio 45201
  (513) 381-9670

Life Cycles began because the company president saw a need to assist employees in juggling family and work responsibilities. The program comprises 8 components (listed below) designed to help the company's 180 employees balance their lives in and out of the office.

Activities

- Alternative work schedules
- Employee Assistance Program (EAP)
- Flexible maternity leave
- Flextime
- *Life Cycle Lunches,* brown bag seminars about work/family/wellness topics
- Health newsletter
- Tax-free dependent care spending account
- Personal leave-of-absence policy

Impact

- There is a 10% utilization rate for the EAP.
- 85 employees attended *Life Cycle* lunches in 1992.
- Anecdotal information, as seen in an employee attitude survey, indicates that employees appreciate and use their benefits.

SISTERS OF PROVIDENCE

- **Purpose:** To improve overall health status of workforce while reducing medical and worker compensation claims
- **Foci:** Back care, seat-belt use, tobacco use, blood pressure, total cholesterol, exercise, health care use, wellness participation, sick leave use, percent body fat.
- **Business type:** Hospital
- **Number of employees:** 865
- **Program setting:** Onsite
- **Start date:** 1991
- **Funding:** Employer--100% subsidized by human resources and employee health departments
- **Contact:**
  Ron Burt, MEd
  Manager, Health Promotion Services
  Health Promotion Department
  Sisters of Providence
  2940 West Marine View Drive
  Everett, Washington 98201
  (206) 258-7405

The Wellness Challenge philosophy is to provide employees a health benefit and financial incentive for leading a healthy lifestyle, and empower those employees with poor health habits with the health resources and education programs required to make positive behavior changes. The voluntary program is open to all employees covered by one of the hospital benefit plans. It focuses on wellness criteria in the 10 focal areas.

Activities

($250.00 *Wellness Bonus* to employees [Wellness Winners] reaching 8 out of 10 wellness criteria in the focal areas listed below at the conclusion of the program)

- Stress management
- Injury prevention
- Onsite massage
- Cancer prevention
- Nutrition and exercise education
- Weight management
- Smoking cessation
- Cholesterol education
- Quarterly health screenings
- Wellness video library

Impact

- 441 employees participated in the 1991-1992 program (51% of eligible workforce). There were approximately 223 *Wellness Winners* (52% of employees in program).
- Employees gave the program an 8.6 satisfaction rating on a scale where 1 = poor and 10 = excellent.
- Post-tests showed substantial decreases in health risks for wellness participants. *Wellness Winners* decreased sick leave use by 1,224 hours from 1991 to 1992 and lowered health care use costs by $55,924 during that same period.

CHAPTER FOUR

PUBLIC SECTOR PROGRAMS FOR OVER 1,000 EMPLOYEES

ARMY MATERIEL COMMAND (AMC) HEADQUARTERS

- **Purpose:** To improve employee health and fitness and to investigate the cost-effectiveness of an on-the-job wellness program
- **Foci:** Fitness, health risks, lifestyle changes
- **Business type:** Federal Government
- **Number of employees:** 2,500
- **Program setting:** Onsite
- **Start date:** 1985
- **Funding:** Employer
- **Contact:**
  Mary Blair Valentine
  Headquarters, Army Materiel Command
  ATTN: AMCPE-FC
  5001 Eisenhower Avenue
  Alexandria, Virginia 22333
  (703) 274-4705

AMC's Health Promotion Program is a comprehensive health and fitness program available to employees who undergo six levels of screening. The Personal Fitness Program assigns each employee a health/fitness specialist to monitor the employee's progress, provide encouragement, answer questions, and disseminate health promotion literature.

Activities

- Complete health risk appraisal
- Six levels of screening
- Medical and fitness assessment
- Intervention for lifestyle changes
- Individualized exercise prescriptions
- Fitness center with extensive monitoring and retesting of participants

Impact

- A cost-benefit analysis found that the Health Promotion Program yielded benefits in the areas of health risk, absenteeism, and productivity.
- A conservative cost-benefit estimate returned a positive ratio of 1:1.19.

CITY OF BIRMINGHAM, ALABAMA

- **Purpose:** To curb alarming increases in medical benefits expenses that were almost twice the national average increase
- **Foci:** Cardiovascular health, including such indicators as cholesterol level, blood pressure, fitness, smoking, triglyceride level
- **Business type:** City Government
- **Number of employees:** 4,000
- **Program setting:** Onsite/offsite--at individual worksites and at City Health & Fitness Center
- **Start date:** 1984
- **Funding:** Employer
- **Contact:**
  Kathleen Brown, RN, PhD
  School of Nursing
  University of Alabama
  Birmingham, Alabama 35234
  (205) 934-6858

The Wellness Program, established to promote the fitness and health of City of Birmingham employees, is part of an overall working-well emphasis.

Activities

- Health risk appraisal and screening (required for enrollment in City-sponsored group medical plan), identification of employees at risk, and referral for proper medical management
- *FitCheck*, required annual fitness evaluation for Police and Fire Department employees
- *Health & Fitness Center*
- Prevention/risk reduction interventions to address needs such as physical fitness, smoking cessation, blood pressure control, nutrition, and prevention of back injuries (*Back School*)
- *Health Awareness Program*, which provides health-related educational literature
- Tipsheets attached to checks monthly
- Posters distributed to worksites
- Health promotion articles quarterly in City's in-house newsletter

Impact

- Physically fit firefighters sustained fewer work-related injuries; injuries that did occur were less serious and less expensive to treat.
- Over a five-year period, actual costs were 42% lower than forecasted, a savings of $31 million.
- A National Institutes of Health study found that (1) 28.1% of wellness group had cholesterol levels above 220 mg. compared to 35.6% of control group members, (2) 21.7% of wellness group were in the excellent range of fitness compared to 13.7% of control group members, (3) 10.7% of wellness group had hypertension compared to 17.6% of control group, (4) 16.9% of wellness group continued to smoke compared to 36.9% of the control group, and (5) 3.2% of wellness group had triglyceride levels above 350 mg. compared to 7.8% of the control group.

CITY OF SAVANNAH, GEORGIA

- **Purpose:** To change employees' lifestyle behaviors in order to reduce the rate of increased medical costs, while improving employee health, morale, and productivity
- **Foci:** Heart disease risk factors, behavior modification, education
- **Business type:** City Government
- **Number of employees:** 1,850
- **Program setting:** Onsite--at employees' various worksites
- **Start date:** 1989
- **Funding:** Employer
- **Contact:**
  Patti Stewart
  Human Resources
  City of Savannah
  PO Box 1027
  Savannah, Georgia 31402
  (912) 651-6480

City of Savannah's Employee Health Management Program (EHM) is a proactive and cooperative effort among three areas in the City's Human Resource Department--the Wellness Program, the Employee Assistance Program, and the Medical Benefits Program. The EHM goes beyond traditional health screenings and studies to an aggressive form of intervention through counseling/education, referrals, and medical plan changes.

Activities

- *Wellness Program* that conducts biannual heart attack risk screenings, including blood pressure, blood sugar, cholesterol, and weight; post-screening counseling regarding individual risk factors and needed lifestyle changes; and behavior modification classes
- Medical coverage for preventive screenings, such as Pap smears, mammograms, and prostate cancer tests
- Preferred Hospital and Preferred Pharmacy plans offering discounts to employees
- Employee Assistance Program that (1) emphasizes both in-house and outpatient treatment and counseling as the primary resources for helping employees with drug, alcohol, and personal problems and (2) provides case management services for mental and nervous disorders, as well as referral to the *Wellness Program*

Impact

- Total medical claims for physically active employees decreased by 9% in 1992, while medical claims for all covered under the plan increased by only 6%.
- Sick leave decreased by 9.4% for total employees. Sick leave for cardiovascular problems decreased by 10%.
- The number of employees with high risk for heart disease decreased by 5%.
- Inpatient cardiovascular claims for active employees decreased by 34%.

DALLAS DEPARTMENT OF VETERANS AFFAIRS (VA) MEDICAL CENTER

- **Purpose:** To enhance the quality of life of employees by encouraging healthy lifestyles
- **Foci:** Disease prevention, fitness, weight management
- **Business type:** Federal Government hospital
- **Number of employees:** 2,500
- **Program setting:** Onsite
- **Start date:** 1985
- **Funding:** Employer--$2,000/year plus salaries
- **Contact:**
  Billie Laurent
  Department of Veterans
  Affairs Medical Center
  4500 South Lancaster Road
  Dallas, Texas 75216
  (214) 372-7949

The Dallas VA Medical Center's Wellness/Fitness Program is a comprehensive health assessment, education, and promotion program. Staff include a wellness coordinator, registered dietician, physical fitness specialist, and exercise instructors.

Activities

- Onsite fitness facility with universal gym equipment, free weights, treadmill, Airdyne Bike, and exercise steps; regulation volleyball and tennis courts; and 1/4-mile fitness trail accessible to wheelchairs
- 10 sessions of exercise and toning classes, including a 45-minute class held every Friday afternoon to help participants feel relaxed for the weekend
- *Thin Is In*, ongoing six-week weight loss program
- Employee golf association and coed softball
- Special fitness events, including *Fitness Challenge, Wellness Walk,* two fun runs, National Physical Fitness and Sports Month events
- Education and counseling in smoking cessation, substance abuse, and stress management
- HIV/AIDS seminar
- Two screening and health fairs to detect cancer, cholesterol levels, diabetes, glaucoma, hearing impairment, and hypertension

Impact

- Participation in the program has doubled since 1990.
- In one weight-loss program 23 people collectively lost 190.4 pounds.

FEDERAL BUREAU OF PRISONS (BOP)

- **Purpose:** To create a supportive environment that enables employees and inmates to voluntarily make healthy lifestyle changes
- **Focus:** Identifying health risks and offering behavior modification opportunities
- **Business type:** Federal Government
- **Number of employees:** 20,000
- **Program setting:** Onsite
- **Start date:** 1987
- **Funding:** Employer/employee--predominantly employer-funded; employee funding through fees for some services at some sites
- **Contact:**
  Bryan Pownall
  Department of Justice
  Federal Bureau of Prisons
  320 First Street NW, Room 1006
  Washington, DC 20534
  (202) 307-2867, ext. 139

The BOP's Health Promotion/Disease Prevention Program provides health assessment, health education, and intervention to employees at 70 locations. The *Health Promotion/Disease Prevention Program (HP/DP)*, along with drug-free workplace and safety management programs, is administered by the Assistant Surgeon General in charge of the health services division. An Employee Assistance Program (EAP) is organized within the correctional services division. The HP/DP program for inmates is still under development at this time, but will offer similar programs. Health promotion activities will be voluntary for the 80,000 inmates at BOP facilities.

Activities

- Drug-free workplace program
- EAP
- Health risk appraisals
- Onsite fitness facilities
- Health education classes
- Health counseling

Impact

- Approximately 21% of employees use the fitness facilities at least once a week.
- In 1991 more than 10,000 employees participated in Bureau-sponsored events.

KENNEDY SPACE CENTER

- **Purpose:** To minimize sick absence and reduced productivity; reduce permanent disability and premature death; provide a reasonable, safe, and healthy work environment
- **Foci:** Risk modification, health promotion
- **Business type:** Federal Government
- **Number of employees:** 27,000
- **Program setting:** Onsite/offsite--primarily onsite program, with some classes held offsite
- **Start date:** 1983 (occupational and environmental health program); Employee Assistance Program (EAP) before 1983
- **Funding:** Employer--National Aeronautics and Space Administration (NASA) pays for contractor services
- **Contact:**
  Carol Roth
  Occupational Medicine and Environmental Health Services
  BOC-005
  Kennedy Space Center, Florida 32899
  (407) 867-2026

The Occupational Medicine and Environmental Health Services Program provides comprehensive health promotion services to NASA and contractor employees at the Kennedy Space Center. Full-time staff include 2 Employee Assistance Program (EAP) staff, 1 health education coordinator, 2 medical training personnel, and MDs, RNs, medical technicians, emergency medical technicians (EMTs), and paramedics (PMs).

Activities

- Monthly programs--health screenings, informational packets, lectures, videotapes--around timely topics, such as mental health (coordinated with EAP) and environmental health
- Annual screening events, for example, for cardiovascular disease and colorectal cancer
- Blood pressure checks available at all three medical facilities during workday and scheduled at other sites (lobbies, cafeterias)
- Information packets on varied topics, e.g., illnesses, healthy lifestyles, back problems, vision, humor
- First-aid book for employees; training that ranges from bystander CPR and first aid to continuing education classes for MDs, RNs, PMs, and EMTs
- Flu shots offered for all employees
- Breast cancer screening mammograms offered onsite

Impact

- Numbers of program participants more than quadrupled from 1984 to 1992.
- Cardiovascular screening and risk evaluation identified a target group of high-risk employees. In the first year, 70% of the target group reduced their risk factors. Of the 70%, 75% had maintained or decreased their risk factors in the second year. Only 5% had increased in that period.
- Employee survey data indicated that 90% rated the program excellent.

LYNDON B. JOHNSON SPACE CENTER (JSC)

- **Purpose:** To promote wellness and preventive medicine in the occupational setting through screening, education, surveillance, and analysis, as well as improve the level of employee fitness through application of the guidelines established by the American College of Sports Medicine
- **Foci:** Occupational health
- **Business type:** Federal Government
- **Number of employees:** 3,500 Federal employees and 10,000 contract employees
- **Program setting:** Onsite--health clinic, environmental services, and fitness center
- **Start date:** Mid 1960s; program expansion in 1968, 1976, 1983, and 1992
- **Funding:** Employer--Space and Life Sciences Directorate, Medical Operations, approximately $92,000 budget for Health Related Fitness Program
- **Contact:**
  Lynn Hogan
  Chief Nurse
  Lyndon B. Johnson Space Center
  National Aeronautics and Space Administration
  Houston, Texas 77058
  (713) 483-7788

JSC's Health Promotion Program fosters and supports healthy lifestyle behavior and physical fitness for government and contract employees. The branch chief of medical operations administers the occupational health and medical contract.

Activities

- Handicapped access planning
- Environmental surveillance relating to cafeteria, asbestos, radiation, indoor air quality, hearing conservation, facility construction or renovations
- Employee Assistance Program
- Stress management and intervention (financial counseling, marriage and family therapy, parenting classes)
- Health promotion through recreational sports, weight control, smoking cessation, monthly campaigns, announcements in *Space News Roundup* (JSC newsletter), blood pressure management, flu and overseas travel immunizations
- Comprehensive physical examination/work-related physical
- *Health Related Fitness Program (HRFP)*, 12-week education/exercise course, with three one-hour classes weekly and exercise prescriptions based on fitness, medical, and exercise stress tests
- *Nutrition Intervention Program* (NIP), 12-week course taught by registered dietitian; healthy menu choices in cafeteria

Impact

- Screening identified abnormalities requiring follow-up in 1992: mammograms (5%), proctoscopic examinations (21%), and prostate-specific antigen tests. (Three clinically confirmed cancers were detected.)
- HRFP participants' body fat decreased significantly, while oxygen consumption maximums increased.
- 38% of JSC's civil service employees have entered the HRFP class. There is a 20% dropout rate; however, of those who complete the class, 40% at long term are engaging in vigorous activity three or more times each week.

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)

- **Purpose:** To produce a workforce that functions at its highest level of health, well-being, and productivity
- **Foci:** Exercise, with a goal of 30% of employee population doing regular moderate exercise by the year 2000
- **Business type:** Federal Government
- **Number of employees:** 24,185
- **Program setting:** Onsite--14 centers nationwide
- **Start date:** 1991
- **Funding:** Employer--part of occupational health program budget
- **Contact:**
  Catherine M. Angotti, RD, LD
  Manager, Health Programs
  Division of Occupational Health and Aerospace Medicine
  NASA Headquarters
  Washington, DC 20546
  (202) 358-1794

NASA's Fitness Challenge, Exercise for the Health of It was conceived as a creative way to competitively involve employees in adding exercise to their routines. *Fitness Challenge* focuses primarily on including and documenting exercise events during a 6-month period. The program was designed to develop a baseline, then annually monitor the numbers of employees exercising regularly. Strategies for employee involvement are researched and marketed at each center through the physical fitness facility and often the health unit.

Activities

- Voluntary selection from over 50 possible exercise or sporting events and maintenance of a participation log
- Fitness staff support and self-help materials on exercise benefits
- Marketing in the NASA-wide newsletter
- Selection of winning center through comparison of results and overall agency performance
- Annual Occupational Health Awards Banquet, where NASA Director and President's Council on Physical Fitness and Sports representative (and once, astronauts aboard the Orbiter Atlantis) formally present winning center with engraved plaque to keep for the year

Impact

- Annually, over 1,000 employees have participated in over 1,500 events.
- Overall fitness center participation has increased.
- Participation rate at the winning center doubled, from 5% in the first year to 10% in the second.
- Presentations about overall fitness (1) convinced at least one center's management to avoid drastic program cutbacks and (2) reach highest-level management at quarterly professional retreat.

US ARMY TANK-AUTOMOTIVE COMMAND (TACOM)

- **Purpose:** To improve the health and fitness of all TACOM workers
- **Foci:** Fitness, health education, nutrition counseling
- **Business type:** Federal Government
- **Number of employees:** 5,000
- **Program setting:** Onsite
- **Start date:** 1986
- **Funding:** Employer
- **Contact:**
  Michael J. Johnson
  Corporate Fitness Program Manager
  US Army Tank-Automotive Command
  Attn: AMSTA-EMP
  Warren, Michigan 48397-5000
  (313) 574-5298

TACOM's Corporate Fitness Program offers health awareness and education to 5,000 Federal workers. The program begins with the premise that most people want to change poor health habits to positive ones. It makes employees aware of poor health behaviors, and provides information and a continuous supportive environment to reinforce positive behavior changes. The program began with traditional classroom training and costly medical testing, but has progressed to using high technology to deliver health messages.

Activities

- TACOM-wide electronic bulletin board to deliver health awareness education and information
- Closed circuit television programming about how to implement positive health behaviors

Impact

- Over 95% of participants have improved nutrition habits; reduced weight and cholesterol; and increased their physical activity, ability to manage stress, and productivity.

VENTURA COUNTY, CALIFORNIA

- **Purpose:** To provide education and resources to help identify and reduce risks among employees, provide special assistance to high-risk employees, educate employees in the appropriate use of the medical plan, and encourage employees to initiate a relationship with a primary care (managed care) physician before becoming ill
- **Foci:** Cardiovascular disease and cancer risk reduction, medical consumerism, prenatal care
- **Business type:** County Government
- **Number of employees:** 6,455
- **Program setting:** Onsite
- **Start date:** 1985
- **Funding:** Employer
- **Contact:**
  Ronald Komers
  Personnel Director
  Ventura County
  800 South Victoria Avenue
  Ventura, California 93009
  (805) 654-2561

Ventura County's Wellness Program combines health education/consumerism classes with incentives to encourage participation and behavior change. Developed in 1985 by a joint labor-management health care committee, it represents an effort to contain health care costs. In 1992 that approach was combined with a managed care health plan. Incentives have drawn over 5,500 employees into the program.

Activities

- Incentives for participation and lifestyle changes
- *Health Risk Profile* with follow-up counseling
- *Health Track*, a guidance program aimed at high-risk employees
- Comprehensive risk-reduction and medical consumerism classes
- *Babies and You*, a prenatal program
- *Balancing Work and Family*, a noontime series
- *Healthwise Choices*, a cafeteria program

Impact

- A 1991 survey of participants found that 80% increased aerobic activity, 61% lost weight, 82% increased seat-belt use, 51% reduced or quit smoking, 69% reduced blood pressure, 86% reduced fat intake, 78% reduced sodium intake, and 84% increased fiber intake.
- At least three employees a year have reported that the *Wellness Program* has saved their lives by early identification of cancerous conditions.
- Ventura County's annual health expenses are as much as $7 million less than those of similar employers.
- Savings in medical claims average $212 per participant annually, with savings for cardiovascular disease at $107 and for cancer at $138.
- The smoking cessation program saves almost $500,000 a year, and the blood pressure program $100,000 a year.

CHAPTER FIVE

PUBLIC SECTOR PROGRAMS FOR FEWER THAN 1,000 EMPLOYEES

CITY OF CHARLOTTESVILLE, VIRGINIA

- **Purpose:** To slow the rate of increase in health care costs and workers' compensation, minimize lost time due to physical and mental illness or injury, and improve the health and well-being of city employees
- **Foci:** Health risk appraisal, health promotion, physical fitness
- **Business type:** City Government
- **Number of employees:** 850
- **Program setting:** Onsite/offsite--onsite activities plus offsite activities at a local hospital and a local athletic club through contractual arrangements
- **Start date:** 1985
- **Funding:** Employer/employee--employer funding with nominal contributions from employees and spouses
- **Contact:**
  Wilbert Wingfield
  City of Charlottesville Department of Human Resources
  PO Box 911
  Charlottesville, Virginia 22902
  (804) 971-3490

Charlottesville Lifechoice seeks to reduce health care costs by the promotion of a healthier workforce. An Employee Assistance Program and the *Primary Medical Care Program* complement *Lifechoice.* The program serves employees and their spouses.

Activities

- Health risk appraisal/screening conducted onsite, on city time, and at city expense ($10 fee for spouses)
- Health promotion activities, including a health newsletter; classes in nutrition, stress reduction, and weight management; and emphasis on cancer detection, drug and alcohol abuse, immunization, mammography, prenatal, smoking cessation, and well-baby programs
- Athletic club membership provided free to employees who exercise at least eight times a month, with a fee (reduced membership rate) charged to spouses and employees who exercise fewer than eight times a month

Impact

- The City of Charlottesville has not formally evaluated the program, but the benefits administrator has noted a decline in health care costs during the first year. Subsequent increases have averaged 13% a year for five consecutive years. Employee morale is up, and employees are exercising more frequently and using less sick leave.
- 99% of employees participate in the health risk appraisal.
- 29% participate in the fitness program frequently enough (eight times a month) to use it at City expense.

MORGANTOWN ENERGY TECHNOLOGY CENTER

- **Purpose:** To improve employee health and well-being along with workplace productivity
- **Foci:** Health assessment, education, activities and lifestyle change
- **Business type:** Federal Government
- **Number of employees:** 550
- **Program setting:** Onsite
- **Start date:** 1987
- **Funding:** Employer/employee--shared
- **Contact:**
  Morgantown Energy Technology Center
  Department of Energy
  PO Box 880
  Morgantown, West Virginia 26505
  (304) 291-4259

The METCercise Program is a comprehensive worksite health and wellness program addressing the needs and interests of employees. The program has evolved from a single focus on fitness to a team approach that integrates all health-related services and departments into a multifaceted program designed to effect positive changes for improved individual and organizational health. The program relies heavily on community support and involvement and has in turn been recognized for its contributions to community health.

Activities

- Health and fitness screenings with individualized prescription, consultation, and program design
- *Lunch and Learn* education seminars that have offered over 30 different topics to date
- 5,000-square-foot facility with 1.4 miles of outdoor trail
- *Healthline and Wellnews*, internally developed newsletter
- Rehabilitation and behavior modification programs

Impact

- Participants use an average of 12 fewer hours of sick leave a year (representing 28% of program cost).
- Risk factor reduction occurred in all tested categories: body fat was reduced by 11% and blood pressure by 18%; aerobic capacity increased by 13% and low back strength by 18%.
- Improved employee morale and productivity are reported on annual surveys and reflected in program statistics, which show utilization increases every year for the past five years.

FORM TO PROVIDE INFORMATION ON WORKSITE HEALTH PROMOTION PROGRAMS FOR FUTURE PUBLICATIONS

The Office of Disease Prevention and Health Promotion seeks information about worksite health promotion programs not represented in this volume. This form may be copied. Please fill out a separate form for each program and mail to:

Office of Disease Prevention and Health Promotion
US Public Health Service
Switzer Building, Room 2132
330 C Street, SW
Washington, DC 20201

EMPLOYER:

- **Purpose:**
- **Foci:**
- **Business type:**
- **Number of employees:**
- **Program setting:**
- **Start date:**
- **Funding:** (e.g., employer, employee)
- **Contact:**

Program description (philosophy, history)

Activities (key components described)

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Impact (specific data on program outcomes, how assessed, and timeframes)*

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* Please include references to published data, where available.

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